

## ***VIII. EXHIBITS***

The following exhibits support information in the text of the report. Exhibits 1, 2, 3, and 7 are inserted in the text and Exhibits 4, 5, and 6 follow this page.

**1. COMPARISON OF FY 2013 ASD AND FIRE BUDGETS (Page 55)**

**2. RATINGS OF AMBULANCE SERVICE OPTIONS (Pages 62-67)**

- 3a Hospital-Based EMS
- 3b Fire-Based EMS
- 3c Hybrid Model

**3. MERCER STRATEGIC PLANNING MODEL (Page 128)**

**4. COMMUNITY MEETINGS HANDOUT (Follows)**

**5. FIRE/EMS SURVEYS FOR COMPARATIVE ANALYSIS (Follow)**

- 5a County
- 5b Ambulance
- 5c Dispatch
- 5d Fire/EMS
- 5e Sheriff

**6. FY 2013 AGENCY BUDGETS (Follow)**

- 6a Ambulance Service District
- 6b Sheriff
- 6c Dispatch
- 6d 911 Communications
- 6e Fire District

**7. IMPLEMENTATION PLAN (Page 146)**



# **The Mercer Group, Inc.**

Consultants to Management

## **Exhibit 4**

### **HANDOUT FOR COMMUNITY MEETINGS FOR THE EMERGENCY SERVICES STUDY**

- PURPOSE:** Determine how to set goals for our levels of emergency services and to define these levels of services in a way understandable to the community and that considers emergency services holistically and not only agency-by-agency
- SCOPE:** Ambulance District (and ambulance contract with the hospital)  
Fire Protection District  
Sheriff's Office
- STUDY ISSUES:** 1.) Level of services, organizational structure, cost of service  
2.) Mercer's 50 Management Issues
- MERCER STAFF:** Four long-time public sector managers and consultants with experience in management, budget and finance, public safety
- ACTIVITIES:** 1.) Comparative Analysis of 20 similar communities  
2.) Interviews with elected officials, agency managers and employees  
3.) Interviews with stakeholders (e.g., citizens, mayors, Grand Targhee, Huntsman and Teton Springs, businesses)  
3.) Employee surveys and questionnaires  
4.) General research and data/report collection  
5.) Review and analysis of documents, surveys, and interviews  
6.) Draft Report (mid-February)  
7.) Final Report (mid-March)
- QUESTIONS:** 1.) Satisfaction with current services and agency performance  
(Strengths, Weaknesses, and Opportunities/Challenges?)  
2.) Service level expectations  
(Response Time, Response Units, Fire Ratings?)  
3.) Service cost expectations  
(Just Right, Too High, Too Low?)  
4.) Other needs?
- FOLLOW-UP:** Email [mercerstudycomments@gmail.com](mailto:mercerstudycomments@gmail.com) (Subject = Teton)  
Call Steve Egan at 770-425-1775

Exhibit 5a



## Teton County Comparable Survey

### County

1. Please provide the name of your County and State, your name, title, area code, phone number and email address.

County:

State:

Name:

Title:

Phone Number:

Email Address:

2. Do you have any state mandated caps on your revenues? If so, please list and provide information on the revenue cap.

3. What are your major sources of revenue to support the County?

4. What is your 2012 population?



## Teton County Comparable Survey

### Ambulance

1. Please provide the name of your County and State, your name, title, area code, phone number and email address.

County:

State:

Name:

Title:

Phone Number:

Email Address:

2. Do you have any state mandated caps on your revenues? If so, please list and provide information on the revenue cap.

3. What are your major sources of revenue to support ambulance services?

4. Please separately list your actual FY 2012 operating and capital expenditures.

5. What was your actual debt payment, if any, in FY 2012?

6. Please list any "non- traditional" services you provide?

7. What is your current Full Time Equivalent (FTE) for administrative/support and ambulance staff?

8. What are your shifts and Full Time Equivalent (FTE) staffing numbers for sworn and/or non sworn ambulance staff?

9. What was your run volume for ALS calls, BLS calls, transports and non-transport FY 2012 by specific geographic area? If you cannot provide the ALS calls, BLS calls, transports and non transports by geographic area please provide totals for the year for each one.



## Teton County Comparable Survey

### Dispatch

1. Please provide the name of your County and State, your name, title, area code, phone number and email address.

County:

State:

Name:

Title:

Phone Number:

Email Address:

2. What are your major sources of revenue to support the department?

3. Please separately list your actual FY 2012 operating and capital expenditures.

4. What was your actual debt payment, if any, in FY 2012?

5. Please list any “non- traditional” services you provide?

6. What is your current Full Time Equivalent (FTE) for administrative/support sworn and non sworn staff?

7. What are your shifts and Full Time Equivalent (FTE) staffing numbers for personnel?

Shift Time	Shift Staffing FTE and Title

8. What was your call volume for FY 2012 by specific geographic area?





## Teton County Comparable Survey

### Fire/EMS

1. Please provide the name of your County and State, your name, title, area code, phone number and email address.

County:

State:

Name:

Title:

Phone Number:

Email Address:

2. Do you have any state mandated caps on your revenues? If so, please list and provide information on the revenue cap.

3. Does your Fire/EMS include ambulance and transport or is in done by district, private company or other ambulance provider?

4. What are your major sources of revenue to support the department?

5. Please separately list your actual FY 2012 operating and capital expenditures.

6. What was your actual debt payment, if any, in FY 2012?

7. What were your FY 2012 response times?

8. What is your 2012 population?

9. Please list any "non- traditional" services you provide? Traditional services include Fire, EMS (Paramedic Non-transport), Extrication, Rescue, and HazMat.

10. What is your current Full Time Equivalent (FTE) for administrative/support and sworn staff? Please designate number of staff that are Paramedics and EMT's

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11. What are your shifts and Full Time Equivalent (FTE) staffing numbers for sworn officers?

Shift Time	Shift Staffing FTE and Title

12. What was your call volume for FY 2012 by specific geographic area? If you have ALS calls, BLS calls, transports and non-transport FY 2012 by specific geographic area, please indicate them? If you cannot provide the ALS calls, BLS calls, transports and non transports by geographic area please provide totals for the year for each one.

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13. What is your ISO rating?

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14. What are your Fire Stations and their locations?

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15. Please list your major apparatus?

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## Teton County Comparable Survey

### Sheriff Department

1. Please provide the name of your County and State, your name, title, area code, phone number and email address.

County:

State:

Name:

Title:

Phone Number:

Email Address:

2. What are your major sources of revenue to support the department?

3. Please separately list your actual FY 2012 operating and capital expenditures.

4. What was your actual debt payment, if any, in FY 2012?

5. What were your FY 2012 response times?

6. What is your 2012 population?

7. Please list any "non- traditional" services you provide?

8. What is your current Full Time Equivalent (FTE) for administrative/support and sworn staff?

9. What are your shifts and Full Time Equivalent (FTE) staffing numbers for sworn officers?

Shift Time	Shift Staffing FTE and Title
<input type="text"/>	<input type="text"/>

10. What was your call volume for FY 2012 by specific geographic area?

## BUDGET WORKSHEET (EXPENSES)

WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 50  
EXCLUDING INACTIVE ACCOUNTSFund: 0050 AMBULANCE SERVICE DISTRICT  
-00 AMBULANCE SERVICE DISTRICT

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----	
	Budget	Actual	Budget	Actual	Budget Amount	Actual As of 09/30/2012	Department Request Amt	Budget Officer Request Amt
0406-0001 HOUSING AUTHORITY	5,000.00	5,000.00						
0431-0000 TRAINING/TUITION REIMBURSEMENT	32,000.00 C	9,813.22	15,000.00	9,443.00				
0431-0001 EMD TRAINING FOR DISPATCHERS			5,000.00	1,374.00				
0444-0000 RENT- GARAGE @ EMERG SRV BLDG	4,800.00	4,800.00	8,400.00	8,400.00	8,400.00	100%	8,400.00	8,400.00
0459-0000 INSURANCE- ICRMP	969.00	969.00	1,114.00	1,114.00	1,219.00	100%	1,109.00	1,109.00
0463-0000 CELL PHONE	900.00 C	743.39	900.00	682.33	1,420.00 C	87%	2,000.00	2,000.00
0470-0000 VEHICLES - FUEL, GASOLINE	5,100.00 C	6,406.29	6,000.00	9,264.07	7,000.00	122%	7,000.00	11,085.00
0475-0000 AMBULANCE MAINT & REPAIR	8,000.00	4,532.74	8,000.00	6,037.38	11,000.00 C	94%	10,000.00	10,000.00
0486-0000 PROFESSIONAL SERVICES							16,250.00	16,250.00
0491-0000 REPAIRS/MAINT- MEDICAL EQUIP				640.00				
0494-0000 REPAIRS/MAINT- BLDG & FIXTURES				210.00	681.24 C	79.13	2,000.00	2,000.00
0506-0000 DISPATCH SERVICES	60,000.00	60,000.00	96,000.00	96,000.00	82,735.00	100%	87,257.00	87,257.00
0507-0000 GIS SERVICES			10,000.00	10,000.00				
0543-0000 ADMINISTRATIVE SERVICES	6,189.00	6,189.00	8,061.00	8,061.00	21,015.00	100%	20,349.00	20,349.00
0559-0000 MISCELLANEOUS			22,278.00 C	22,278.00				

COMMENT: PER JULY BUDGET REQUEST

EXHIBIT 6a

**B U D G E T   W O R K S H E E T   (   E X P E N S E S   )**

**WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 50  
EXCLUDING INACTIVE ACCOUNTS**

**Fund: 0050 AMBULANCE SERVICE DISTRICT  
-00 AMBULANCE SERVICE DISTRICT**

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----			
	Budget	Actual	Budget	Actual	Budget Amount	Actual As of 09/30/2012	Department Request Amt	Budget Officer Request Amt	Approved Budget Amt	Approved Budget Amt
0672-0000 CONTRACT WHOSPITAL	371,848.00	371,844.00	406,910.00	406,908.00	450,380.00	450,380.04	100%	445,300.00	445,300.00	445,300.00
<b>TOTAL 'B' EXPENSES</b>	<b>494,806.00</b>	<b>470,297.64</b>	<b>587,663.00</b>	<b>580,411.78</b>	<b>583,850.24</b>	<b>584,018.55</b>	<b>100%</b>	<b>593,415.00</b>	<b>603,750.00</b>	<b>603,750.00</b>
0800-0000 CAPITAL- FURNITURE / FIXTURES					1,318.76 C	1,318.76	100%			
0805-0000 CAPITAL- AMBULANCE EQUIPMENT										
47,102.00 C 49,440.90			38,000.00	34,411.02	28,000.00	19,708.50	70%	22,500.00	22,500.00	22,500.00
BUDGET LINE ITEM DETAIL										
ALS OPERATIONS EQUIPMENT										
COMMUNICATIONS UPGRADE										
PERSONAL PROTECTIVE EQUIPMENT										
10,000.00										
10,000.00										
2,500.00										
0807-0000 CAPITAL- UPGRADE AMBULANCE BAY	83,000.00 C	73,310.67	COMMENT: EXHAUST SYSTEM FOR BAYS AT ESB							
			9,300.00 C					10,000.00	10,000.00	10,000.00
<b>TOTAL 'C' CAPITAL OUTLAY</b>	<b>130,102.00</b>	<b>122,751.57</b>	<b>38,000.00</b>	<b>34,411.02</b>	<b>38,618.78</b>	<b>21,027.26</b>	<b>54%</b>	<b>32,500.00</b>	<b>32,500.00</b>	<b>32,500.00</b>
<b>DEPT TOTALS</b>	<b>624,908.00</b>	<b>593,049.21</b>	<b>625,663.00</b>	<b>614,822.80</b>	<b>622,469.00</b>	<b>605,045.81</b>	<b>97%</b>	<b>615,915.00</b>	<b>636,250.00</b>	<b>636,250.00</b>
Fund 50 Dept 0: Officer Commissioner										
Commissioner										
<b>FUND TOTALS</b>	<b>624,908.00</b>	<b>593,049.21</b>	<b>625,663.00</b>	<b>614,822.80</b>	<b>622,469.00</b>	<b>605,045.81</b>	<b>97%</b>	<b>615,915.00</b>	<b>636,250.00</b>	<b>636,250.00</b>
<b>GRAND TOTALS</b>	<b>624,908.00</b>	<b>593,049.21</b>	<b>625,663.00</b>	<b>614,822.80</b>	<b>622,469.00</b>	<b>605,045.81</b>	<b>97%</b>	<b>615,915.00</b>	<b>636,250.00</b>	<b>636,250.00</b>

\*\*\*\*\* END OF REPORT \*\*\*\*\*

## BUDGET WORKSHEET (EXPENSES)

**WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 01 DEPARTMENT 04**

## EXCLUDING INACTIVE ACCOUNTS

Fund: 0001 GENERAL FUND (CURRENT EXPENSE)

-04 SHERIFF

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MARY LOU HANSEN - CLERK

TETON COUNTY

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## B U D G E T   W O R K S H E E T   (   E X P E N S E S   )

WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 01 DEPARTMENT 04  
EXCLUDING INACTIVE ACCOUNTS

Fund: 0001 GENERAL FUND (CURRENT EXPENSE)

-04 SHERIFF

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----		
	Budget	Actual	Budget	Actual	Budget Amount	Actual As of 09/30/2012	Department Request Amt	Budg Officer Request Amt	Approved Budget Amt
0431-0003 TRAINING & TRAVEL-CIVIL CLERK					1,000.00	393.50	39%	750.00	750.00
0431-0004 TRAINING - DOMESTIC ABUSE									
							7,000.00	7,000.00	7,000.00
0440-0000 OFFICE SUPPLIES & OTHER									
1,500.00	884.05	4,358.53	11,000.00	8,550.00	84%	7,141.20	8,550.00	5,000.00	5,000.00
0440-0001 OFFICE SUPPLIES - CIVIL CLERK									
						9.21			
0441-0000 AMMUNITION									
0442-0000 INVESTIGATIVE SUPPLIES									
0443-0000 SUPPLIES - CIVIL DEPUTY									
0444-0000 RENT									
802.50 C	802.50	960.30	1,000.00	1,185.89	119%	1,185.89	2,000.00	1,500.00	1,500.00
0445-0000 SUPPLIES-FINGERPRINT CWP/SOR									
1,800.00 C	1,766.25	1,592.84	2,500.00	2,500.00	51%	1,265.03	2,500.00	2,500.00	2,500.00
0446-0000 SUPPLIES - INVESTIGATION									
0460-0000 UTILITIES- HEATING FUEL									
500.00									
0462-0000 AIR CARDS									
0463-0000 CELL PHONE STIPEND									
0470-0000 VEHICLES - FUEL									
35,000.00	36,150.39	31,986.48	40,000.00	40,000.00	95%	38,104.94	40,000.00	40,000.00	40,000.00
0475-0000 VEHICLES-REPAIR & MAINTENANCE									
25,000.00	21,583.63	24,636.52	23,500.00	20,000.00	106%	21,162.70	20,000.00	20,000.00	20,000.00
0479-0000 SNOWMOBILE REPAIRS									
500.00	497.56	304.70	500.00	500.00			500.00	500.00	500.00

COMMENT: 12 AIRCARDS @ \$320/MONTH

COMMENT: 11@ \$33/MONTH (SHERIFF, CHIEF DEP, 8 SWORN OFFICERS, VALEE)

## BUDGET WORKSHEET (EXPENSES)

**WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 01 DEPARTMENT 04  
EXCLUDING INACTIVE ACCOUNTS**

Fund: 0001 GENERAL FUND (CURRENT EXPENSE)

-04 SHERIFF

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----			
	Budget	Actual	Budget	Actual	Budget Amount	Actual As of 09/30/2012	Department Request Amt	Budg Officer Request Amt	Approved Budget Amt	
0484-0000	BACKGROUND INVESTIGATIONS									
	2,500.00	698.86	2,500.00	2,419.28	1,500.00	355.00	24%	1,500.00	1,500.00	
0492-0000	COPY MACHINE CONTRACT & COPIES									
	2,500.00	987.19	1,500.00	2,525.83						
0522-0000	ADVERTISING									
	1,500.00	1,112.94	1,000.00	727.50	500.00	785.73	157%	500.00	500.00	
0528-0000	DUES / MEMBERSHIPS									
	2,950.00	2,400.00	3,500.00	2,850.00	3,500.00	2,800.00	80%	3,000.00	3,000.00	
0542-0000	DOG LICENSING EXPENSES									
					500.00	48.74	10%	250.00	100.00	
0546-0000	EXPENSES PD BY GRANTS/DONATION									
	25,000.00	14,451.20	25,000.00	29,580.15	COMMENT: MOVED TO FUND 86 DEPT 4					
0547-0000	SEARCH & RESCUE									
	2,000.00	1,311.58	2,000.00	1,382.42	2,000.00	1,385.75	69%	1,500.00	1,500.00	
0557-0000	ITEMS OF EQUIPMENT <\$500									
					3,250.00	2,596.37	80%	3,500.00	3,500.00	
0558-0000	UNIFORMS - CLOTHING									
	18,000.00 C	17,849.64	6,000.00	6,105.55	2,500.00	1,762.64	71%	3,000.00	2,500.00	
0558-0001	UNIFORMS - CIVIL CLERK									
					250.00	75.76	30%	250.00	100.00	
0559-0000	OTHER MISCELLANEOUS EXPENSES									
	3,000.00 C	2,230.92	3,500.00	3,413.67	3,500.00	3,766.68	108%	3,500.00	3,500.00	
0677-0000	CONTRACTED IT SUPPORT									
					COMMENT: \$5K FOR COMPUTER ARTS (+FULL TIME IT POSITION IN 01-14)					
					12,121.00	15,134.50	125%	24,242.00	5,000.00	
TOTAL 'B' EXPENSES										
	133,652.60	113,185.48	139,500.00	127,825.00	122,381.00	116,170.66	95%	143,891.00	116,906.00	
0801-0000	CAPITAL- VEHICLES & EQUIP									
	75,000.00	53,188.34	41,750.00	41,750.00	41,750.00	41,750.00	100%			
0803-0000	CAPITAL - SOFTWARE PURCHASE									
			COMMENT: E-FORCE PAYMENT #4 OF 4			15,700.00	15,700.00	100%	15,700.00	
0804-0000	CAPITAL- COMPUTERS									
	2,700.00 C	2,700.00	6,000.00	6,089.16	10,900.00	10,185.36	102%	7,800.00	7,800.00	
			COMMENT: 3 NEW PATROL COMPUTERS @\$1500, 1 LAPTOP @ \$1550, SWITCH \$1750							

WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 01 DEPARTMENT 04  
EXCLUDING INACTIVE ACCOUNTS

Fund: 0001 GENERAL FUND (CURRENT EXPENSE)  
-04 SHERIFF

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----		
	Budget	Actual	Budget	Actual	Budget Amount	Actual As of 09/30/2012	Department Request Amt	Budg Officer Request Amt	Approved Budget Amt
0806-0000 CAPITAL-OFFICE EQUIPMENT									
	3,500.00	2,294.57	3,500.00	641.24	3,500.00	145.49	3,500.00	1,000.00	1,000.00
TOTAL 'C' CAPITAL OUTLAY	81,200.00	58,182.91	51,250.00	48,480.40	70,950.00	67,780.85	27,000.00	24,500.00	24,500.00
DEPT TOTALS	785,610.50	737,683.33	820,134.00	772,912.22	795,137.40	770,094.36	766,416.31	728,822.31	728,822.31
Fund 1 Dept 4: Officer Commissioner Commissioner									
FUND TOTALS	785,610.50	737,683.33	820,134.00	772,912.22	795,137.40	770,094.36	766,416.31	728,822.31	728,822.31
GRAND TOTALS	785,610.50	737,683.33	820,134.00	772,912.22	795,137.40	770,094.36	766,416.31	728,822.31	728,822.31

\*\*\*\*\* END OF REPORT \*\*\*\*\*

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MARY LOU HANSEN - CLERK

TETON COUNTY

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# BUDGET WORKSHEET (EXPENSES)

WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 01 DEPARTMENT 19

EXCLUDING INACTIVE ACCOUNTS

Fund: 0001 GENERAL FUND (CURRENT EXPENSE)

-19 DISPATCH

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----			
	Budget	Actual	Budget	Actual	Budget Amount	Actual & Pct As of 09/30/2012	Department Request Amt	Budg Officer Request Amt	Approved Budget Amt	
0403-0000 OVERTIME, HOLIDAYS, SPEC EVENT					COMMENT: DISPATCHERS WHEN PAID >40 HOURS/WEEK					
					4,000.00	3,870.96	97%	5,000.00	5,000.00	5,000.00
0405-0000 SALARIES-ADMIN MGR OF OPS					COMMENT: 1/3 VALEE'S SALARY					
			20,540.00	21,381.53	22,880.00	22,498.00	98%	22,880.00	15,697.00	15,697.00
0407-0000 SALARIES - DISPATCHERS					COMMENT: 4 DISPATCHERS @ 40 HR WEEK & 1 @ 35 (?)					
	172,900.00	172,085.34	166,520.00	150,100.58	131,560.00	130,744.02	99%	127,920.00	160,505.80	160,505.80
0408-0000 SALARIES - SENIOR DISPATCHER					COMMENT: 1 FTE DISPATCHER					
	33,280.00	32,874.72	34,320.00	34,352.01	34,320.00	19,572.00	57%	33,280.00	33,841.60	33,841.60
TOTAL 'A' SALARIES	206,180.00	204,960.06	211,380.00	205,834.12	192,760.00	176,664.98	92%	188,080.00	215,044.40	215,044.40
0431-0000 ALL TRAVEL & TRAINING EXPENSES										
	5,000.00	4,960.38	5,000.00	4,723.56	5,000.00	3,201.81	64%	5,000.00	5,000.00	5,000.00
0440-0000 OFFICE SUPPLIES										
	4,200.00	1,928.77	3,200.00	2,272.14	2,500.00	1,348.33	54%	2,000.00	2,000.00	2,000.00
0445-0000 FINGER PRINTING - IDENTIX										
	2,100.00	1,315.00								
0482-0000 COPY MACHINE CONTRACT & COPIES										
	2,000.00	90.00	1,200.00	409.65						
0500-0000 BACKGROUND INVESTIGATIONS					COMMENT: PRIOR TO HIRING NEW EMPLOYEES					
	1,500.00	60.00	500.00		500.00	370.00	74%	500.00	300.00	300.00
0528-0000 DUES/MEMBERSHIPS					COMMENT: IAPE & APCO					
					500.00			500.00	500.00	500.00
0559-0000 MISCELLANEOUS EXPENSES/UNIFORM										
	500.00	195.25		370.00	500.00	420.70	84%	500.00	500.00	500.00
0679-0000 SOFTWARE- ANNUAL EXPENSES					COMMENT: FATPOT SOFTWARE					
					10,700.00			7,500.00	7,500.00	7,500.00
TOTAL 'B' EXPENSES	15,300.00	8,549.40	9,900.00	7,775.35	19,700.00	5,340.84	27%	15,000.00	15,800.00	15,800.00
0600-0000 CAPITAL- FURNITURE / FIXTURES					COMMENT: WILL NEED MORE FOR NEW BLDG.					
	2,500.00	2,587.42	2,500.00	579.99	2,500.00	1,142.97	46%	1,000.00	1,000.00	1,000.00

EXHIBIT 6C

**WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 01 DEPARTMENT 19  
 EXCLUDING INACTIVE ACCOUNTS**

**Fund: 0001 GENERAL FUND (CURRENT EXPENSE)  
 -19 DISPATCH**

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----			
	Budget	Actual	Budget	Actual	Budget Amount	Actual & Pet As of 09/30/2012	Department Request Amt	Budg Officer Request Amt	Approved Budget Amt	
TOTAL 'C' CAPITAL OUTLAY										
	2,500.00	2,567.42	2,500.00	579.99	2,500.00	1,142.97	1,000.00	1,000.00	1,000.00	
DEPT TOTALS										
	223,980.00	216,076.88	223,780.00	214,189.46	214,960.00	183,168.79	206,080.00	231,844.40	231,844.40	
	Fund 1 Dept 19:	Officer				Commissioner				
		Commissioner				Commissioner				
FUND TOTALS										
	223,980.00	216,076.88	223,780.00	214,189.46	214,960.00	183,168.79	206,080.00	231,844.40	231,844.40	
GRAND TOTALS										
	223,980.00	216,076.88	223,780.00	214,189.46	214,960.00	183,168.79	206,080.00	231,844.40	231,844.40	

\*\*\*\*\* END OF REPORT \*\*\*\*\*

10/05/2012

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MARY LOU HANSEN - CLERK

TETON COUNTY

PAGE 1

# BUDGET WORKSHEET (EXPENSES)

## WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 44 EXCLUDING INACTIVE ACCOUNTS

Fund: 0044 EMERGENCY 911 COMMUNICATIONS  
-00 EMERGENCY 911 COMMUNICATIONS

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----		
	Budget	Actual	Budget	Actual	Budget Amount	Actual & Pct As of 09/30/2012	Department Request Amt	Budg Officer Request Amt	Approved Budget Amt
0405-0000 SALARY- ADMIN MGR OF OPS					COMMENT: 1/3 VALEE SALARY = \$15697 - 1/3 TO DISPATCH, 1/3 TO SHERIFF				
40,671.00 C		41,557.43	20,540.00	21,334.23	22,880.00	22,850.00 100%	22,880.00	15,697.00	15,697.00
TOTAL 'A' SALARIES	40,671.00	41,557.43	20,540.00	21,334.23	22,880.00	22,850.00 100%	22,880.00	15,697.00	15,697.00
0410-0000 RETIREMENT									
3,900.00		4,317.75	2,200.00	2,216.61	2,200.00	2,374.07 108%	2,200.00	1,631.00	1,631.00
0411-0000 SOCIAL SECURITY & MEDICARE									
3,000.00		3,179.22	1,600.00	1,632.08	1,600.00	1,748.03 109%	1,600.00	1,201.00	1,201.00
0412-0000 LIFE INSURANCE									
80.00		77.88	50.00	38.65	50.00	38.13 76%	50.00	50.00	50.00
0413-0000 MEDICAL INSURANCE									
2,000.00		1,888.05	1,200.00	993.60	1,200.00	993.60 83%	1,200.00	1,200.00	1,200.00
0416-0000 WORKMAN'S COMPENSATION INSUR.									
800.00		116.00	300.00	69.00	300.00	64.00 21%	300.00	300.00	300.00
TOTAL 'D' BENEFITS	9,780.00	9,578.90	5,350.00	4,950.94	5,350.00	5,217.83 98%	5,350.00	4,382.00	4,382.00
0464-0000 CENTURY LINK PHONE LINES					COMMENT: FOR E911 PHASE 2, MAY RECEIVE GRANT				
					14,856.00	1,253.25 8%	14,856.00	14,856.00	14,856.00
0505-0000 TETON COMMUNICATIONS					COMMENT: RADIO TOWER SPACE RENT				
7,000.00		4,560.00	5,000.00	4,560.00	5,000.00	4,560.00 91%	5,000.00	4,600.00	4,600.00
0508-0000 QWEST									
5,000.00			15,000.00						
0507-0000 SILVERSTAR 911 LINES					COMMENT: APPLYING FOR GRANT TO COVER COSTS				
4,000.00		2,088.38	2,400.00	1,892.00	3,100.00	10,769.58 347%	20,193.00	20,193.00	20,193.00
0509-0000 MISC. 911 EXPENSES									
5,700.00 C		4,816.48	1,906.51 C	905.53	2,311.27 C	2,111.76 91%	2,500.00	2,500.00	2,500.00
0518-0000 AIR CARDS & CELL PHONES									
9,000.00		5,932.98							
0523-0000 ANNUAL LICENSE & SUPPORT FEES									
15,500.00 C		11,860.08	10,300.00	10,300.00					

EXHIBIT 6d

## BUDGET WORKSHEET (EXPENSES)

**WORKSHEET FOR BUDGET YEAR 2013 BUDGET NUMBER 4 FUND 44  
EXCLUDING INACTIVE ACCOUNTS**

**Fund: 0044 EMERGENCY 911 COMMUNICATIONS**  
**-00 EMERGENCY 911 COMMUNICATIONS**

Account Number	----- Fiscal Year 2010 -----		----- Fiscal Year 2011 -----		----- Fiscal Year 2012 -----		----- Fiscal Year 2013 Budget #4 -----			
	Budget	Actual	Budget	Actual	Budget Amount	As of 09/30/2012	Department Request Amt	Budg Officer Request Amt	Approved Budget Amt	
0543-0000 ADMINISTRATIVE SERVICES										
0563-0000 FAT POT	1,544.00	1,544.00								
	3,540.00	3,500.00	7,540.00	7,520.00						
0669-0000 ILETS CONTRACT										
	7,000.00 C	4,812.50	8,000.00	6,375.00	6,250.00	100%	6,250.00	6,250.00	6,250.00	
0677-0000 CONTRACTED I.T. SUPPORT					COMMENT: I.T. NEW POSITION - \$ 5K FOR ADD'L SUPPORT OFF SITE					
					7,878.00 C	26%	12,134.00	6,000.00	5,000.00	
0679-0000 SOFTWARE-ANNUAL EXPENSES					COMMENT: E-FORCE SOFTWARE ANNUAL LICENSE & SUPPORT					
					10,300.00	100%	10,300.00	10,300.00	10,300.00	
TOTAL 'B' EXPENSES	58,284.00	39,115.42	50,146.51	31,552.53	49,696.27	76%	71,233.00	63,699.00	63,699.00	
0804-0000 CAPITAL- COMPUTERS					COMMENT: NEW SERVER, FIREWALL - +2 NEW COMPUTERS					
	25,700.00 C	25,700.00	19,793.49 C	19,793.49	18,784.00	67%	15,000.00	15,000.00	15,000.00	
0806-0000 CAPITAL- 811 EQUIPMENT										
	19,985.00	14,432.88		3,200.00	33,793.73 C	101%	6,000.00	6,000.00	6,000.00	
TOTAL 'C' CAPITAL OUTLAY	45,665.00	40,132.88	19,793.49	22,993.49	52,577.73	89%	21,000.00	21,000.00	21,000.00	
DEPT TOTALS										
	154,400.00	130,384.63	95,830.00	80,831.19	130,504.00	86%	120,463.00	104,778.00	104,778.00	
		Fund 44 Dept 0: Officer								
		Commissioner								
FUND TOTALS										
	154,400.00	130,384.63	95,830.00	80,831.19	130,504.00	86%	120,463.00	104,778.00	104,778.00	
GRAND TOTALS										
	154,400.00	130,384.63	95,830.00	80,831.19	130,504.00	86%	120,463.00	104,778.00	104,778.00	

\* \* \* \* \*

END OF REPORT

\* \* \* \* \*

## ***IX. ATTACHMENTS***

The following attachments are provided as supplemental information to the report.

### **A. MERCER EMPLOYEE SURVEYS AND QUESTIONNAIRES**

- A-1 Overview and Instructions
- A-2 Employee Survey (Exhibits A, B, C, and D)
- A-3 Management Philosophy Profile (Exhibit E)
- A-4 Organizational Questionnaire (Exhibit F)

### **B. AMBULANCE SERVICE RFB AND AGREEMENT**

- B-1 Request for Bid for Ambulance Service (May 23, 2008)
- B-2 Ambulance Service Agreement (July 18, 2008)
- B-3 ASD Minutes/Updated Agreement (December 14, 2009)

### **C. FIRE DISTRICT'S PROPOSALS FOR AMBULANCE SERVICE**

- C-1 Fire District's Proposal for EMS Collaboration (November 22, 2011)
- C-2 Fire District's Proposal for Fire-Based EMS (January 19, 2012)
- C-3 Fire's Ambulance Service Plan Presentation (January 2012)
- C-4 Fire-Based EMS Positives (October 22, 2012)
- C-5 Fire District's Proposed FY 2014 for Fire-Based EMS (November 9, 2012)

### **D. BOCC/TVHC RESPONSES TO FIRE'S PROPOSALS**

- D-1 EMS Director's Memo (November 10, 2011)
- D-2 BOCC Questions for TVHC and TVFD (January 23, 2012)



**Attachment A**  
***Employee Surveys and Questionnaires***

**TO: EMERGENCY SERVICES EMPLOYEES**  
**FROM: KATHY RINALDI, KENT WAGENER, AND STEVEN DIETRICH**  
**SUBJECT: MERCER GROUP EMERGENCY SERVICES STUDY**  
**DATE: October 24, 2012**

The **Project Steering Committee for the Emergency Services study** selected **The Mercer Group, Inc. to conduct the study**. Mercer was onsite in late September to kick off the project and to conduct assessment interviews with the Board of County Commissioners and County Clerk; the Fire Protection District Board and Fire Department command team; the Sheriff and Dispatch Supervisor; and the Hospital Board Chair, CEO, and Director of EMS. In early November, Mercer consultants will return to interview employees in each agency that supports emergency services.

The purpose of the study is to recommend improvements in how emergency services are provided in Teton County. A key component is to understand how such services are currently provided, the organizations that provide the services, and the personnel that comprise the emergency services teams. Your input is critical to understanding how emergency services are currently provided.

The **Mercer Group** ([www.mercergroupinc.com](http://www.mercergroupinc.com)) is a management consulting firm with eighteen offices around the country. Mercer works almost exclusively with public sector organizations on planning, management, organization and operations, and human resource management studies. They have worked with state governments, counties, cities, towns, villages, regional agencies, special districts, school boards, colleges & universities, and non-profit agencies across the country.

**Steve Egan**, a Mercer Senior Vice-President, will be the project manager and lead consultant for the project. Steve worked in county government in Georgia before becoming a management consultant. He also served as an interim public works director for a Michigan city. He has consulted on over 150 projects just like this one over the last 30 years. Steve will be assisted by **Mike Letcher**, a Mercer Senior Vice-President and former City Manager in Tucson, Arizona; Amherst, Massachusetts; and Winooski, Vermont, as well as by retired Fire and Police Chiefs.

The project uses **surveys and questionnaires** so Emergency Services employees can express ideas on a number of issues, including organizational culture, management, resources, operations, job duties, and management philosophy. These surveys and questionnaires follow, along with instructions. **Please turn them in to Bret Campbell or Rob Veilleux, as appropriate, by Friday, November 2, 2012. All surveys should be delivered to your manager and to Mercer in unopened, sealed envelopes!**

Thank you for your cooperation on this important project. If you have any questions, please feel free to contact your agency head or Steve Egan at 770-425-1775 or [steveegan@aol.com](mailto:steveegan@aol.com).

# **EMERGENCY SERVICES AGENCIES** **IN TETON COUNTY, IDAHO**

## ***Overview of the Employee Surveys and Questionnaires***

**Purpose:** The Purpose of these surveys is to allow you to express your views about working for the various Emergency Services agencies operating in Teton County (and into Wyoming).

**Codes, Not Names:** Your name is not listed on the **Employee Survey** document. Instead, it is coded by the following Organizational Categories and Employee Types. If not already marked, please circle the Organizational Category and Employee Type that apply to you.

### **ORGANIZATIONAL CATEGORIES:**

- 100 – Fire Protection District
- 200 – Hospital EMS
- 310 – Sheriff-Patrol
- 320 – Sheriff-Dispatch

### **EMPLOYEE TYPES:**

- 001 – Supervisors (Directors, Chiefs, Captains, Supervisors)
- 002 – Full-time non-supervising employees
- 003 – Part-time non-supervising employees

Your name, however, is listed on the **Organizational Questionnaire**, which will be the basis for interviews during the project.

**Survey Elements:** The survey has five parts that all employees will complete, plus a sixth part for managers and supervisors:

1. **ORGANIZATIONAL CLIMATE SURVEY (OCS):** **Exhibit A** presents a list of sixty questions designed to measure the health of the culture of each agency based on twelve cultural factors (five questions for each factor). An overview of the OCS, instructions, questions, and space for your comments are provided. This survey should take about 30 minutes to complete.
2. **VALUES SURVEY:** What are your agency's current Key Values? **Exhibit B** shows sample values in the public sector that may help you frame your response, and provides a sheet for you to list the values in place in your agency and how they were created and communicated. This survey should take about 10 minutes to complete.

## **EMERGENCY SERVICES AGENCIES** **IN TETON COUNTY, IDAHO**

### ***Overview of the Employee Surveys (Continued)***

3. **GRIPES SURVEY:** Please complete the "Do You Have GRIPES?" worksheet (**Exhibit C**) to help us better understand key management practices in each agency. Don't feel negative about the title of the survey as it was first developed to structure employee comments and issues during a team building and organizational development process. GRIPES will give a quick indicator of management practices that complements and expands on information in the OCS. This survey should take about 20 minutes to complete.
4. **RESOURCES MANAGEMENT SURVEY:** **Exhibit D** presents a series of Resource Management topics and activities to be rated, with space provided for explanations of your ratings. This survey should take about 15 minutes to complete.
5. **MANAGEMENT PHILOSOPHY PROFILE (For Supervisors Only):** **Exhibit E** asks managers and supervisors only to define their current and targeted philosophy toward managing based on twelve criteria. For this study, managers and supervisors include agency/department heads (Sheriff, Fire Chief, Hospital CEO) and division/unit supervisors (Supervisor and Assistant Supervisor of EMS at the Hospital, Communications Supervisor in the Sheriff's Dispatch Center, and Division Chiefs and Captains in Fire).

**When returned, put it in a separate envelope from the other employee surveys so the Mercer Group can give specific feedback to individual supervisors without compromising confidentiality on the other surveys.** This feedback will NOT be included in the final, written report, but shared privately with each supervisor. We will, however, provide general comments on the management philosophies of supervisors as a group in the report. This survey should take about 20 minutes to complete.

6. **ORGANIZATIONAL AND OPERATIONS QUESTIONNAIRE:** **Exhibit F** provides an opportunity for employees to describe their job history and goals; assess the strengths, weaknesses, opportunities/challenges, and threats for Emergency Services in Teton County; present your ideas about the future of the future of Emergency Services; define your job duties and working relationships; and identify operations improvements needed.

**When returned, put this questionnaire in the same envelope as the Management Philosophy Profile if you filled that out, not in the envelope with the Employee Surveys.**

## **EMERGENCY SERVICES AGENCIES** **IN TETON COUNTY, IDAHO**

### ***Overview of the Employee Surveys (Continued)***

**Tips on Completing the Surveys:** Fill out each survey and questionnaire as best you can. In some cases, except for the Organizational Climate Survey (OCS), a question may not apply. If so, please mark that question "N/A," for Not Applicable, and move on. Please answer all questions and statements in the OCS.

Usually, the first idea that comes to mind is the best answer. So, move along and don't get bogged down with a lot of analysis and deep thought.

As needed you can provide supplemental information or extra sheets if your written answer runs over the space in the surveys and questionnaires.

**Use of the Survey Information:** These surveys and personal or group interviews are your primary inputs to the Mercer Group's work with the Emergency Services agencies in Teton County. **The questionnaire will be held in the strictest confidence by the consultants and shared only among the consulting team! For our report, we will compile issues and data across the organization in a way that will not compromise your position, job security, or working relationships.**

**Questions:** If you have any questions, please contact **Steve Egan**, Mercer's project manager, by phone at 770-425-1775 or by e-mail at [steveegan@aol.com](mailto:steveegan@aol.com). Thank you for your cooperation and commitment to the project.

<p style="text-align: center;"><b><u>Exhibit A</u></b></p> <p style="text-align: center;"><b>ORGANIZATIONAL CLIMATE SURVEY</b></p>
--

**I. INTRODUCTION**

We are interested in your opinion regarding the quality of your work life, including relationships and communications with supervisors, among employees, and with other agencies and departments; the adequacy of resources; and the effectiveness of management systems. Remember:

**This is not a test** - There are no *right* or *wrong* answers. Just mark the answer that you think best describes the current situation.

**Individual responses are confidential** - No one will know how you marked your survey. Only the Mercer Group consultants will see your survey response, and it will include Organizational Category and Employee Type codes only, NO NAMES! This same protocol is used with the other three employee surveys in Exhibits B, C, and D.

**You will receive feedback on the overall results of the survey** - We will compile the results of the survey by the organizational categories and employee types described below and recorded on the cover page of your survey form, then report back the results of the surveys in our written report and presentations on the project.

**ORGANIZATIONAL CATEGORY**

100	Fire Protection District
200	Hospital EMS
310	Sheriff-Dispatch
320	Sheriff-Patrol

**CODE NOTES AND COMMENTS**

All employees
Ambulance/EMS employees only
Sheriff's Dispatch employees only
Patrol Division employees only

**EMPLOYEE TYPE**

001	Managers and supervisors
002	Full-time Employees
003	Part-time Employees

**CODE NOTES AND COMMENTS**

Chiefs, Directors, Captains, Supervisors
All others working full-time
Hospital EMS Pool, Reserve Firefighters

If you have any questions or concerns about the coding of your survey, please talk with your agency head or supervisor, or call Steve Egan of the Mercer Group at 770-425-1775.

**Structure of the OCS:** The Mercer Group's Organizational Climate Survey (OCS) is a tool to measure employee views on sixty questions that are compiled in the OCS report into the following twelve subscales:

- **Career Opportunities:** The degree to which employees feel that career advancement is readily available to those who are qualified and seek it.
- **Compensation and Benefits:** The degree to which employees feel that the compensation package provided by the organization is fair and equitable.
- **Employee Involvement:** The degree to which employees feel that the organization considers their viewpoint important.
- **Information and Communications:** The extent to which employees feel that they receive important and useful information from their supervisors, managers, top management, and/or other departments.
- **Management and Supervisory Competence:** The extent to which employees have confidence in the knowledge and ability of their supervisors, and feel productive working relationships are easily established.
- **Organization and Department Goals:** The extent to which employees understand the goals of the organization and see the relationship between organizational goals and the goals of their agency, department, or division.
- **Productivity and Service:** The extent to which employees believe that the organization has a strong commitment to service and maintaining an efficient organization.
- **Quality Emphasis:** The degree to which employees feel the organization is committed to maintaining high standards of quality for service.
- **Receptivity to Change:** The extent to which employees perceive the organization as open and receptive to change.
- **Working Conditions:** The degree to which employees feel that the amount of work expected of them is fair and equitable, and the tools, facilities, and equipment are adequate to do the job.
- **Work Group Problem Solving:** The extent to which employees feel that managers and supervisors are interested in identifying and solving problems rather than avoiding them or pretending they don't exist.
- **Work Group Coordination and Cooperation:** The extent to which employees feel that the people in their work group work together as a team.

## **II. INSTRUCTIONS**

Please respond to the following sixty statements according to these instructions:

**1. Preparation:** Check that the codes entered on cover page of the survey are correct.

The **Organizational Category** should roughly compare to your place in the organizational chart, with some units combined to ensure we have a minimum of six people in each group (to ensure confidentiality!).

The **Employees Types** should compare with your job classification as a Supervisor (001), Full-time Employee (002), or Part-time Employee (003).

If you think the codes on your form are wrong, please check with your agency head or supervisor before completing the survey. This is **CRITICAL** for us to process the surveys properly!

**2. Response:** Read each statement carefully then decide how you feel about it.

Circle the response that best expresses your opinion (only one response per question!). Answer ALL questions! Provide comments after the last question or on additional sheets of paper. Possible responses:

<b>SA</b>	<b>=</b>	<b>Strongly Agree</b>
<b>A</b>	<b>=</b>	<b>Agree</b>
<b>U</b>	<b>=</b>	<b>Undecided (It's OK to be unsure, but try to give an opinion)</b>
<b>D</b>	<b>=</b>	<b>Disagree</b>
<b>SD</b>	<b>=</b>	<b>Strongly Disagree</b>

**3. Definitions:** Some terms used in the survey are defined below.

<b>Organization:</b>	Your agency (Fire, Hospital, Sheriff)
<b>Department:</b>	Fire, Hospital EMS, Sheriff
<b>Division/Section:</b>	Major organizational units in a department or agency (e.g., Sheriff's Dispatch or Fire Prevention)
<b>Work Group:</b>	The group of people with whom you work most frequently, which could be a crew, shift, or office group.
<b>Supervisor:</b>	The person to whom you directly report
<b>Work Area:</b>	The location of your office, station, or primary work site

### **III. ORGANIZATIONAL CLIMATE SURVEY**

**SA - Strongly Agree**  
**D – Disagree**

**A – Agree**  
**SD - Strongly Disagree**

**U – Undecided**

- |     |  |                     |
|-----|--|---------------------|
| 1.  | Most people understand the goals of our department.  | SA   A   U   D   SD |
| 2.  | We have regular meetings in our department where everyone is encouraged to discuss work-related problems.                          | SA   A   U   D   SD |
| 3.  | My supervisor lets people know what is going on, which helps everyone do a better job.   | SA   A   U   D   SD |
| 4.  | There are many ways we could be more productive and efficient, but very few people in the department seem to care.                 | SA   A   U   D   SD |
| 5.  | The people in my work group are encouraged to work together as a team.   | SA   A   U   D   SD |
| 6.  | Changes in procedures and work methods are easy to get approved in this department.  | SA   A   U   D   SD |
| 7.  | Quite often, people in our department have to do more than is necessary because the work has not been planned properly.            | SA   A   U   D   SD |
| 8.  | My supervisor believes that the ideas of the people who do the work are important to long-range plans.                             | SA   A   U   D   SD |
| 9.  | In order for me to advance in my career, I'll have to seek opportunities in another organization or department.                    | SA   A   U   D   SD |
| 10. | Most employees in this department know what they are expected to do and produce quality work, even if it takes a little more time. | SA   A   U   D   SD |
| 11. | If my supervisor would only stop looking over my shoulder, I could get a lot more work done.                                       | SA   A   U   D   SD |
| 12. | In comparison with other people I know who do similar work, I'm not paid nearly enough.  | SA   A   U   D   SD |



- |     |  |    |   |   |   |    |
|-----|--|----|---|---|---|----|
| 13. | The people in my work group understand how the goals of our group fit into the goals of the department.  | SA | A | U | D | SD |
| 14. | In our department, we have good ways for dealing with little problems before they become big ones.   | SA | A | U | D | SD |
| 15. | The information and/or direction we get from other departments is often incorrect, causing us to have to do the work over or correct it.         | SA | A | U | D | SD |
| 16. | My supervisor encourages us to find ways to do things better.  | SA | A | U | D | SD |
| 17. | It seems that many of the people that I work with are more concerned about getting recognition for themselves than working together as a group.  | SA | A | U | D | SD |
| 18. | My supervisor actively seeks out new ideas and approaches for doing things.  | SA | A | U | D | SD |
| 19. | As a general rule, the equipment, tools, and supplies that are needed to do our work are available when we need them.                            | SA | A | U | D | SD |
| 20. | Lots of times, my supervisor isn't included in important decisions, and he/she finds out about changes after the decision has already been made. | SA | A | U | D | SD |
| 21. | In our department, promotions are usually given to the people who deserve them, regardless of how long they've been here.                        | SA | A | U | D | SD |
| 22. | Most employees in this department take a lot of pride in what they do and usually try a little harder to produce quality.                        | SA | A | U | D | SD |
| 23. | My supervisor is someone I can go to when I need help or have a problem.   | SA | A | U | D | SD |
| 24. | It seems that some people in this department get paid more than they deserve, while others get paid less.  | SA | A | U | D | SD |

- |     |  |    |   |   |   |    |
|-----|--|----|---|---|---|----|
| 25. | Sometimes it seems like one group is going in one direction, and the other groups in the opposite direction.   | SA | A | U | D | SD |
| 26. | In our work group, we don't hide our problems, we get them out in the open and solve them.   | SA | A | U | D | SD |
| 27. | The information I need to do my job is readily available in my department through my supervisor.   | SA | A | U | D | SD |
| 28. | As long as my job gets done, nobody seems to care how much it costs.   | SA | A | U | D | SD |
| 29. | The people in this department are willing to help each other out when the need arises without worrying about what job they're assigned to or what group they work for. | SA | A | U | D | SD |
| 30. | When the need for change is obvious, my supervisor responds quickly and implements the required change.  | SA | A | U | D | SD |
| 31. | Generally speaking, the department gets a good day's work from everyone.   | SA | A | U | D | SD |
| 32. | My supervisor often makes and implements decisions without first discussing them with the people who have to carry them out.   | SA | A | U | D | SD |
| 33. | It seems like we're always bringing in outsiders to fill positions when we have plenty of qualified people right in the department.                                    | SA | A | U | D | SD |
| 34. | We spend a lot of time trying to improve our services  | SA | A | U | D | SD |
| 35. | My supervisor evaluates people fairly and on the basis of their performance, rather than "playing favorites."  | SA | A | U | D | SD |
| 36. | Most people in this department believe that our benefit package is fair and better than plans in comparable communities.   | SA | A | U | D | SD |

- |     |  |    |   |   |   |    |
|-----|--|----|---|---|---|----|
| 37. | The goals of the department have very little to do with the work that I and others in my group do every day.                   | SA | A | U | D | SD |
| 38. | My supervisor doesn't want to hear about problems. He/she pretends they don't exist.   | SA | A | U | D | SD |
| 39. | The people with whom I work are familiar with the department's policies and procedures.  | SA | A | U | D | SD |
| 40. | We are often striving to improve service in this department.   | SA | A | U | D | SD |
| 41. | There is a lot of jealousy and bickering among people in my work group.  | SA | A | U | D | SD |
| 42. | The department has established ways of doing things, and any suggestions on how to do things differently are usually rejected. | SA | A | U | D | SD |
| 43. | The equipment and/or tools that we have in our group make the job easier and the department more efficient.                    | SA | A | U | D | SD |
| 44. | When new procedures or policies are being developed, my supervisor often asks for input from employees.                        | SA | A | U | D | SD |
| 45. | Our department plans for the future by preparing people for future positions through training and education.                   | SA | A | U | D | SD |
| 46. | In our department, the emphasis is on quantity, not quality.   | SA | A | U | D | SD |
| 47. | My supervisor tries to be "one of the guys/girls" instead of maintaining the distance necessary to effectively lead employees. | SA | A | U | D | SD |
| 48. | Most people in the department would agree that our system for determining pay grades is fair and equitable.                    | SA | A | U | D | SD |

- |     |  |    |   |   |   |    |
|-----|--|----|---|---|---|----|
| 49. | The goals of our work group and our department are periodically reviewed and discussed with all employees.                             | SA | A | U | D | SD |
| 50. | Many times, we have to create a crisis in order to get anyone to pay attention to our problems.  | SA | A | U | D | SD |
| 51. | Most of the information I get about what the department is doing comes from the "grapevine."   | SA | A | U | D | SD |
| 52. | Everyone in my work group understands the importance of providing good service.  | SA | A | U | D | SD |
| 53. | When conflicts arise in our work group or between our group and another, they are usually handled in a timely and constructive way.    | SA | A | U | D | SD |
| 54. | It's too hard to get things changed in this department, most people have just learned to accept things the way they are.               | SA | A | U | D | SD |
| 55. | Some people in the department have to work harder than others because some people don't have enough work assigned to them.             | SA | A | U | D | SD |
| 56. | In our department, employees are encouraged to be open about their opinions and feelings about work-related problems.                  | SA | A | U | D | SD |
| 57. | Getting ahead in our department is based more on your performance than who you know.   | SA | A | U | D | SD |
| 58. | There is not enough emphasis in our department on quality.   | SA | A | U | D | SD |
| 59. | Most people in the department would agree that consideration is given to a person's ability to manage people before they are promoted. | SA | A | U | D | SD |
| 60. | I would prefer to be compensated based on my performance rather than getting the same pay increases as everyone else.                  | SA | A | U | D | SD |

[illegible]

**Exhibit B**  
**ORGANIZATIONAL VALUES SURVEY**

**I. Values In Your Organization**

- 1. Current Values:** Based on the **Sample Values on the following page**, please tell the values that are in place in your department. If there is no formal Values Statement, tell us what values are informally in place, positive or negative!

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
- (e) \_\_\_\_\_
- (f) \_\_\_\_\_
- (g) \_\_\_\_\_
- (h) \_\_\_\_\_

- 2. Structure of Values:** Are Values:

- |    |  |                                 |                                |
|----|--|---------------------------------|--------------------------------|
| a. | Documented in a formal Values Statement?     | <input type="checkbox"/><br>Yes | <input type="checkbox"/><br>No |
| b. | Given to employees and posted in work sites? | <input type="checkbox"/><br>Yes | <input type="checkbox"/><br>No |
| c. | Created and updated with employee input?     | <input type="checkbox"/><br>Yes | <input type="checkbox"/><br>No |
| d. | Related to an Agency-wide Values Statement?  | <input type="checkbox"/><br>Yes | <input type="checkbox"/><br>No |
| e. | Lived, even if informal, on a daily basis?   | <input type="checkbox"/><br>Yes | <input type="checkbox"/><br>No |

## **II. Sample Values In State And Local Governments**

<b>STATE AGENCY</b>	<b>COUNTY GOVERNMENT</b>	<b>PUBLIC WORKS DEPARTMENT</b>	<b>WATER UTILITY</b>
<b>Open communication</b>  Flexible, accommodating, And tolerant  Fair, honest, cooperative  <b>Integrity</b>  Responsible and innovative problem solving  <b>Humor</b>  <b>Empowerment of employees</b>  Teamwork and recognition  <b>Courtesy and respect</b>  Personal growth  <b>Pride in our work</b>  Responsiveness	The best service delivery possible to all we serve  The planned, programmed acquisition, and <b>wise use of our resources</b>  Our people are our most important resource  Exhibit the highest standards of honesty, trust, and integrity  Find and reward new and innovative ways to <b>serve the customer better</b> and become more efficient  <b>Equal opportunity</b> for every citizen and employee based on their merits	<b>Build trust</b>  Act with honesty and integrity  Open two-way communications  Encourage involvement and listening at all levels  Shared visions and common goals  Encourage personal growth  Treat all people with respect  <b>Reward the right behavior and coach positive behavior</b>  <b>Value diversity</b>  <b>Encourage fun</b>  Continuous improvement	Open communications based on honesty, listening, and appropriate feedback  <b>Flexibility to be creative and innovative</b>  <b>Optimistic</b>  Respect  <b>Loyalty (to and from the utility)</b>  Helpfulness  Openness  Participatory  <b>Appreciative</b>  Excellence  Integrity  Humaneness, sensitivity, and compassion

<b>Exhibit C</b> <b>DO YOU HAVE ANY G-R-I-P-E-S?</b>
---

**I. GRIPES Worksheet**

**GROWTH**

Are you growing, learning, and expanding your personal skills and expertise with the encouragement and help of the organization?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

How many annual Training hours have you averaged the past three years?

Very Few	8 or Less	9 to 16	17 to 24	Over 24
----------	-----------	---------	----------	---------

**RESPECT**

Is your work respected, supported, and recognized by your supervisor?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

By senior managers (i.e. the director, division heads) in your department?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

By elected officials and directors of other departments?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

Are you rewarded for high-performance through pay raises, bonuses, or other non-monetary rewards? Please explain non-monetary rewards on the Comments page.

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

**INFORMATION** Do you have the information, access to help, and communications technology to do your job efficiently and effectively...

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

and to understand the bases for policies and business decisions that affect your work and operation?

None	Sometimes	Often	Mostly	Always
------	-----------	-------	--------	--------



**POTENTIAL**

Are you allowed and encouraged to work at **100%** of your potential? If not, what percentage of your potential are you allowed to apply right now? By Potential, we mean the skills, experience, and talents you have gained in a lifetime of working and learning. To what degree does the organization tap these skills?

0%	20%	40%	60%	80%
----	-----	-----	-----	-----

**EMPOWERED**

Are you given adequate authority to make decisions (or at least influence decisions) and direct your subordinates in order to do your job, meet your objectives, and accomplish your mission?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

**SUPPORT**

Do you get the support (in terms of services, resources, and encouragement) you need to accomplish your mission from administrative support units in your Department?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

From your department head and the department's management team?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

From Purchasing, Personnel, Finance, Information Systems, and other central administrative and support services?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

From senior management, governing officials, and others "downtown"?

No	Sometimes	Often	Mostly	Always
----	-----------	-------	--------	--------

**Please provide any explanations for your responses to the GRIPES survey on the next page.**

## **II. GRIPES Comments**

**GROWTH:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**RESPECT:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**INFO:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**POTENTIAL:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**EMPOWER:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SUPPORT:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<p style="text-align: center;"><b><u>Exhibit D</u></b> <b>RESOURCE MANAGEMENT SURVEY</b></p>
--

**I. Adequacy of Resources**

Please provide a rating (**P**=Poor, **F**=Fair, **A**=Average or Adequate, **G**=Good, **E**=Excellent) of the adequacy of the following resources, and provide explanations of the reasons for your ratings.

**STAFFING:** Number of full-time, contract, temporary, and seasonal people; skill and experience mix; number of supervisors vs. workers; number of support positions; etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**FACILITY:** Location, size, layout, traffic flow, environmental conditions, parking, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**VEHICLES:** Number and mix of vehicles, features/specifications, availability, maintenance, etc. Includes automobiles, trucks, construction equipment, other rolling stock, and the like.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**TOOLS:** Number and mix of tools, features/specifications, availability, maintenance, etc. Includes saws, drills, hand tools, shop tools, testing and measurement, analysis, and the like.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**GEAR:** Number and mix of tools, features/specifications, availability, maintenance, etc. Includes uniforms, weapons, hardhats, shoes, vests, breathing apparatus, and the like.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**OFFICE EQUIPMENT:** Number and mix, features/specifications, availability, maintenance, etc. Includes copiers, fax, telephones, desks, chairs, bookcases, and the like.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**COMPUTERS:** Number and mix, features/specifications, hardware, software, support services, training, etc. Includes agency- or county-wide network, desktops, notebooks, handheld devices, GIS, survey equipment, CAD, office automation systems, and the like.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**MATERIALS:** Office, maintenance, construction, training, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**OTHER RESOURCES:** Contracts and leases, technical support services, capital projects funding, fees and charges for services, operating budget, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **II. Personnel Administration**

Please provide a rating (P=Poor, F=Fair, A=Average or Adequate, G=Good, E=Excellent) for the following topics, and provide explanations of the reasons for your ratings.

### **HIRING PROCESS:** Advertising, tests, interviews, hiring decisions, notifications, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **CAREER LADDERS:** Job classifications, promotions within and across departments, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **TRAINING:** Funds and time for work-related seminars, workshops, conferences, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **GRIEVANCES:** Process, administration, communications, notifications, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **DISCIPLINE:** Process, administration, timeliness, fairness, communication, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PERFORMANCE EVALUATIONS:** Process, criteria and standards, forms, frequency, meetings with supervisors to review the evaluation, connection to pay increases, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PAY:** Compared to the agency jobs; compared to other governments and private employers in the area; rewards for performance, skills, and certifications; etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**BENEFITS:** Compared to other governments and private companies in the area, mix of benefit programs, flexibility, administration, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**LABOR RELATIONS:** Agency-union relationship, tone of contract negotiations, timely renewal of contracts, adequacy of representation in dealings with the agency, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**MORALE:** Current level of morale, relationships with supervisors and other employees, etc.

Rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Exhibit E

# MANAGEMENT PHILOSOPHY PROFILE

Name \_\_\_\_\_ Department \_\_\_\_\_ Title \_\_\_\_\_

### I. Overview Of And Scorecard For The MPA

A supervisor's Management Philosophy is a combination of his/her personality, approach to work, and relationships with subordinates and other employees. After reviewing the twelve criteria on Pages E-2 and E-3, complete the work sheet on Page E-4, then enter your scores below:

- **Today's score** for each of the Criteria.
- The **Target score** you think you should be striving for in the future in order to maximize your benefit to the organization and achieve your long-term work goals

The Mercer Group will insert a **Mercer suggested score** for you based on our experience with comparable positions and discuss it with you in a private interview. This exercise will take about 15 minutes and should be used to prompt thought and introspection on how your work life can be more satisfying, productive, and goal fulfilling. There are no right answers, only insights that hopefully will result in your personal and professional growth as a supervisor, as well as an enhanced organizational culture.

CATEGORY	CRITERIA	TODAY	TARGET	MERCER
<i>PERSONALITY</i>	<i>Type</i>			
	<i>Risk-taking</i>			
	<i>Initiative</i>			
	<i>Solutions</i>			
<i>WORK FOCUS</i>	<i>People</i>			
	<i>Work</i>			
	<i>Resources</i>			
	<i>Time</i>			
<i>RELATIONSHIPS</i>	<i>Status</i>			
	<i>Delegation</i>			
	<i>Decisions</i>			
	<i>Communication</i>			

## **II. Instructions For Completing The MPP**

Your Management Philosophy, and those of your peers and supervisors, has a direct impact on the effectiveness of communications, employee relations, service quality, and organizational performance - in effect the organization's ability to accomplish its mission. These philosophies, in conjunction with agency-wide values, philosophies, and practices, are the building blocks of your organization's culture.

Described below are three major categories (Personality, Work Focus, and Relationships) and twelve factors that determine the Management Philosophy of supervisors at all levels in the organization (department heads, division managers, unit supervisors, foremen, crew leaders, and technicians). Each individual falls at or between the two alternatives listed below for each factor. Please read each of the twelve factors and rate yourself on Page E-4 of the analysis.

### **PERSONALITY**

#### **Type:**

**INTROVERTED** with attention to internal operation; much time spent in your office analyzing operations and/or writing memos; and infrequent interaction with customers, staff, officials, contractors, and stakeholders, or

**EXTROVERTED** with attention to the external environment and frequent contact with staff and frequent interaction with customers, staff, officials, contractors, and stakeholders.

#### **Risk-taking:**

**LIMITED** with conservative and/or tradition-based actions, or

**EXTENSIVE** with innovative actions and decisions, and testing new ideas that break the mold.

#### **Initiative:**

**REACTIVE** to the external environment and problems, or

**PROACTIVE** to environmental needs and ahead of problems.

#### **Solutions:**

**FEELINGS** and intuition drive most decisions, or

**ANALYSIS** and thinking.



## **WORK FOCUS**

### **People:**

**INTERNAL** with a focus on managing and controlling operations and personnel (inputs and efficiency), or

**EXTERNAL** with a focus on customer relations and stakeholders (outcomes and effectiveness).

### **Work:**

You focus on **DETAILS**, such as workflow, procedures, systems, and operations, or on

Broad, **MACRO** issues, visions, goals, and the "Big Picture."

### **Resources:**

You focus on **THINGS**, equipment, materials, tools, computers, reports, or on

**PEOPLE**, relationships, communications.

### **Time:**

You focus on **PAST** events, issues, and problems, or on

**FUTURE** events, issues, and opportunities.

## **RELATIONSHIPS**

### **Status:**

You are the **BOSS** (or the Expert), or

You share power by **EMPOWERING** and enabling your subordinates, co-workers, and/or customers.

### **Delegation:**

Authority and work effort resides **CENTRALLY** in you and/or key subordinates or co-workers, or

Authority and work effort is delegated **BROADLY** to supervisors, staff, and/or co-workers.

### **Decisions:**

A **CLOSED** process, involving yourself and key advisors, or

An **OPEN** process, with many employees and stakeholders involved.

### **Communications:**

**INFORMAL**, oral, multidirectional (up and down), nonhierarchical and flexible communication systems are used, or

**FORMAL**, written, one directional (downward), hierarchical, and inflexible systems are used.

<b>III. Management Philosophy Worksheet</b>					
<b>PERSONALITY</b>	1	2	3	4	5
Type	Mostly Introvert	Slight Introvert	Middle of the Road	Slight Extrovert	Mostly Extrovert
Risk-taking	No Risks	Few Risks	Middle of the Road	More Risks	Lots of Risks
Initiative	Very Reactive	Slightly Reactive	Middle of the Road	Slightly Proactive	Very Proactive
Solutions	Mostly Feeling	Slightly Feeling	Feeling & Analysis	Slightly Analysis	Mostly Analysis
<b>WORK FOCUS</b>	1	2	3	4	5
People	Very Internal	Slightly Internal	Internal & External	Slightly External	Very External
Work	Mostly Details	Slightly Details	Details & Macro	Slightly Macro	Mostly Macro
Resources	Mostly Things	Slightly Things	Things & People	Slightly People	Mostly People
Time	All in the Past	Past to Today	Past to Week +	Past to Month +	Past to Year +
<b>RELATIONSHIPS</b>	1	2	3	4	5
Status	Mostly A Boss	Slightly A Boss	Middle of the Road	Slightly Empower	Mostly Empower
Delegation	Very Central	Slightly Central	Middle of the Road	Slightly Broad	Mostly Broad
Decisions	Mostly Closed	Slightly Closed	Middle of the Road	Slightly Open	Mostly Open
Communications	Very Formal	Slightly Formal	Middle of the Road	Slight Informal	Very Informal

<p style="text-align: center;"><b><u>Exhibit F</u></b></p> <p style="text-align: center;"><b>ORGANIZATION AND OPERATIONS QUESTIONNAIRE</b></p>
--

**Name:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Agency:** \_\_\_\_\_ **Unit:** \_\_\_\_\_

**Location:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

The purpose of this questionnaire is to allow you to express your views about your responsibilities, workload, reporting relationships, operations, facilities and equipment, communications, and management practices. Note that some questions address Emergency Services across agencies and others are more specific to your agency or division/unit (e.g., Hospital's EMS, Sheriff's Dispatch, Fire Prevention) or to your specific job!

This questionnaire, employee surveys, and your interview are your primary inputs to the Emergency Services Study. **The questionnaire will be held in the strictest confidence by the consultants and shared only among the consulting team! For our report, we will compile issues and data across the organization in a way that will not compromise your position, job security, or working relationships.**

Please complete the questionnaire personally and do not ask others for help in answering questions or developing data. Rely on your own knowledge and readily available data and materials. It should take no more than one hours to complete the questionnaire.

Answer each question to the best of your ability. Your answers should be complete, but need not be in great detail. If a question does not apply to you, mark it "Not Applicable" or "N/A." If you need more space or wish to provide added information, please insert this material immediately behind the page it relates to and number it the same as the question being answered.

If you have any questions, please contact Steve Egan, the Mercer Group's project manager, by phone at 770-425-1775 or by e-mail at [steveegan@aol.com](mailto:steveegan@aol.com).

As with the Employee Surveys, please seal your completed questionnaire in a large envelope and give it to your Supervisor of Agency Head by Friday, November 2, who will give it to me unopened on my next site visit. Thank you for your cooperation and commitment to the project.

## **I. YOUR WORK BACKGROUND**

1. **Job History:** Please tell us about your education and training, prior work experience, and employment history with the organization, including when you first were hired. A personal resume can be provided to answer this question.

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2. **Future Goals:** What are your future work and career goals?

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3. **Special Skills:** What special skills, experience, or talents do you have that might be of value to the organization. For example, one of our clients needed someone to oversee training activities. We found a Public Works Maintenance Worker who coordinated training for the regional Boys Scouts Council and fit the job perfectly.

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## II. SWOT ASSESSMENT

4. **Strengths:** What are the major strengths and accomplishments of the current Emergency Services system? What are you proud of? What needs to be preserved and protected?
- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
5. **Weaknesses:** What services, policies, procedures, or practices need to be improved?
- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
6. **Opportunities:** What would you add, expand, or enhance if you were in charge? What challenges must be faced in the future?
- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
7. **Threats:** What event or circumstance would prevent the organization from accomplishing its mission? What would make the wheels fall off?
- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_

### **III. YOUR VIEW OF THE FUTURE OF EMERGENCY SERVICES IN TETON COUNTY**

8. **Vision:** What is the current Vision (i.e. the 10 or 20-year view) of where Emergency Services will be in the future? Does the Vision need to be better defined or communicated?

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9. **Mission:** What is the current Mission (i.e., purpose or reason for being) for your agency in support of Emergency Services county-wide? Does the mission need to be better defined or communicated?

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10. **Goals:** What are your agency's Emergency Services Goals over the next three years?

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

(d) \_\_\_\_\_

11. **Objectives:** What are your agency's major time-specific and quantifiable Emergency Services Objectives for the next fiscal year to support achievement of the above goals?

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

(d) \_\_\_\_\_

## IV. YOUR CURRENT ROLE AND JOB DUTIES

12. **Reporting:** Who do you report to? \_\_\_\_\_
13. **Coordination:** What other agencies or departments do you coordinate with in performing your work?
- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
14. **Job Description:** We will collect a copy of your latest job description. How current and accurate is it? ☐ 100% ☐ 75% ☐ 50% ☐ 25% ☐ 0% When was the last update? \_\_\_\_\_
- Please list below any major responsibilities added (A), changed (C), or deleted (D) since the job description was last updated.
- (a) \_\_\_\_\_ A/C/D \_\_\_\_\_
- (b) \_\_\_\_\_ A/C/D \_\_\_\_\_
- (c) \_\_\_\_\_ A/C/D \_\_\_\_\_
- (d) \_\_\_\_\_ A/C/D \_\_\_\_\_
15. **Backlog:** Do you have a backlog of work on any of your activities? If so, list the activity and time (in hours, days, or months) to work down the backlog.
- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
16. **Transfers To:** Would any of your duties be better performed by another staff member or by another unit or agency? If so, list them below and tell us who should perform each one?
- (a) \_\_\_\_\_ To Whom \_\_\_\_\_
- (b) \_\_\_\_\_ To Whom \_\_\_\_\_ + \_\_\_\_\_
- (c) \_\_\_\_\_ To Whom \_\_\_\_\_
17. **Transfers From:** Would you better perform duties now assigned to another staff member or by another unit or agency? If so, list them below and tell us who should transfer each one to you?
- (a) \_\_\_\_\_ From Whom \_\_\_\_\_
- (b) \_\_\_\_\_ From Whom \_\_\_\_\_
- (c) \_\_\_\_\_ From Whom \_\_\_\_\_

## **V. OPERATIONS MANAGEMENT**

- 18. Operations Improvement:** Are there any operational practices, policies, procedures, systems, forms, reports, or management/financial controls that impede efficient and effective service delivery, customer/stakeholder satisfaction, and your job performance? If so, please identify each area below and provide a brief statement of the problem. The consultants will follow-up on each problem statement through interviews.

(a) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(b) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(c) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(d) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(e) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



County Commissioners – Ambulance Service Bid  
Publish May 23 and May 30, 2008



## Request for Bid Ambulance Service

The Governing Board of the Teton County Ambulance Service District is accepting bids for the operation of ambulance service within Teton County, Idaho, on public lands surrounding the county, and in the adjoining community of Alta, Wyoming, beginning October 1, 2008.

The entity which is awarded the contract for ambulance services will be expected to do the following, which should be addressed in the proposal:

- Prepare an annual expense/revenue budget
- Provide consumable medical supplies
- Establish policies and procedures for ambulance services
- Provide 24/7 operation by qualified emergency medical personnel
- Responsible for billing and collecting fees for services rendered
- Provide a schedule of fees
- Follow applicable laws and regulations
- Provide medical liability insurance
- Provide applicable employee insurance for personnel assigned to Teton County Ambulance Service District
- Provide ambulance service from time to time for special events

A contract for two years or more is anticipated.

Sealed bids should be sent to:

Teton County Ambulance Service District Board  
89 N. Main, Ste. 1  
Driggs, ID 83422  
208-354-8776 (FAX)

Inquiries and additional details may be obtained by calling 208-354-8775 or emailing [dfelchle@co.teton.id.us](mailto:dfelchle@co.teton.id.us). Sealed bids must be received at the above address no later than 10:00 am July 14, 2008.

Teton County Ambulance Service District reserves the right to accept or reject any or all bids and to accept the bid deemed to be in its best interest.

## AMBULANCE SERVICE AGREEMENT

**Section One: Obligation of TVH to Provide Emergency Medical Services and Ambulance Services.**

Teton Valley Healthcare (TVH) agrees to provide Emergency Medical Services (EMS) and ambulance services ("Ambulance Services") to the Teton County Ambulance District on the following terms and conditions:

- a. TVH will provide ambulance services through Teton Valley Ambulance (TVA) on a 24/7/365 basis.
- b. TVA will provide ambulance services to citizens within the boundaries of the ambulance district (Teton County, Idaho), on the public lands surrounding the ambulance district, and in the adjoining Wyoming lands on the west side of the Tetons, subject to agreement with Teton County, Wyoming.
- c. Annual Operating Budget. The administration of TVH and the Ambulance District Board will prepare an annual budget for the delivery of emergency medical services within the specified service area.
  - i. TVA will develop an annual capital equipment reinvestment budget to be submitted concurrently with the annual operating budget.
- d. All consumable medical supplies will be provided by TVH.
- e. TVH will have the sole responsibility for operation of TVA and for establishment of policies and procedures for its ambulance services.

**2. Provision of Ambulance Service.**

- a. Staffing. TVA will establish and maintain a schedule of qualified emergency medical personnel that are available to operate the ambulance service 24/7/365. These personnel will also provide on-site Emergency Room Technician support to healthcare provider staff at Teton Valley Hospital on a 24/7/365 basis.
  - i. TVA will provide emergency medical services at a minimum of EMT - Advanced level (Idaho Standards) anticipating delivery of services at the EMT-Paramedic level during FY 2010.
  - ii. TVA will provide emergency patient transfer services, including an on-call standby crew, on a 24/7/365 basis. This crew will also be available to support Search and Rescue call-outs and other multi-casualty incidents as needed.
- b. Vehicles and Equipment
  - i. The vehicles required to provide EMS services outlined in this agreement shall be three (3) ambulances. The Ambulance District shall furnish said ambulances and vehicle for the use of TVA. The ambulances and vehicle shall be equipped by the Ambulance

District to at least the minimum standard as applied by the State of Idaho, Department of Health and Welfare, Bureau of Emergency Medical Services. Further, the ambulances shall be equipped to Alaska Standards for cold weather emergencies.

c. Billing and Collection.

- i. TVH shall be responsible for billing and collecting fees for EMS services rendered by TVA.

d. Regulatory Compliance.

- i. TVH shall be responsible for ensuring that TVA complies with and provides ambulance services in accordance with applicable laws and regulations.

e. Medical Direction.

- i. TVH shall provide a licensed, privileged Medical Doctor to serve as Medical Director for TVA.

f. Insurance.

- i. TVH medical liability insurance extends to TVA and its staff as a department of the hospital.

g. Employee Benefits.

- i. TVH shall provide applicable employee insurance to EMS staff assigned to TVA, as they meet eligibility criteria, consistent with TVH employment policies and procedures.

3. **Special Events and Public Services.**

- a. Ambulance services may be requested by special interest groups. Fee schedules for these events will be established by TVH and the Ambulance District Commissioners. Funds received through the rendering of these services will be allocated as agreed upon by the parties. Requisite ambulance(s) and EMS crew(s) will be scheduled by the EMS supervisor or his designee.

4. **Public Education and Services.**

- a. TVA personnel will provide certified instructors and facilitate delivery of both fee-based and non-fee educational programs to the general public as follows:
  - i. CPR/First Aid training and certification for community members.
  - ii. Annual CPR training and certification to Grand Targhee Resort staff.
  - iii. CPR/AED training and certification to Teton County Sheriff's Department, Teton County Fire Protection District and Teton County Search and Rescue.
  - iv. Stroke and cardiac emergency training for community members.
  - v. Other public education programs as may become available; i.e., Kid's Camp; CPR Anytime; Car Seat Safety; recreation safety

(helmet, safety equipment education); School District 401 vocational education; Pine Basin EMS weekend (high school student EMT's).

- vi. Patient transport from hospital to residence within Teton County, per medical direction.

**5. Mutual Aid.**

- a. TVA will support the Mutual Aid Agreement with Teton County Fire Protection District, and the Memorandum of Understanding with Teton County Search and Rescue. TVA will also participate in all critical incident response programs, task forces, and emergency response teams relevant to Teton County. TVA will continue to participate in mutual aid relationships with surrounding counties.

**6. Public Relations.**

- a. TVA will coordinate EMS Week; participate in elementary and private school presentations; participate in high school and middle school career weeks; maintain a presence at community celebrations.
- b. Grants/Fundraising. In conjunction with TVH staff, TVA will actively pursue those grants and other funding sources that may be appropriate to provide equipment, education, training, and other resources for the benefit of the Ambulance Service and Ambulance District.

**7. Plans for Future EMS Coverage within Teton County.**

- a. Currently, average response time from "En Route" to "On Scene" is eight minutes. This average includes the much longer drive times for responses to Grand Targhee Resort, and meets National Emergency Medical Services Statistical Information Systems (NEMSIS) standards of eight minutes or less.
- b. Teton County population growth and the frequency of calls to the more-distant north and south ends of the Valley will dictate the need for establishment of satellite EMS stations in Victor and Tetonina to further reduce average response times.

**Section Two: Obligation of Teton County Ambulance Service District.**

**1. Ambulances and Equipment:**

- a. It shall be the responsibility of the Ambulance District to provide all necessary ambulances and equipment to be utilized by Teton Valley Ambulance in the provision of emergency medical services.
- b. All ambulances and equipment will be supplied at least at the minimum EMS service level (Advanced or Paramedic) as required by the State of Idaho, Department of Health and Welfare, Bureau of Emergency Medical Services; and as required by the local scope of

practice as determined by the Medical Director and/or Director of the Emergency Department at TVH.

- i. TVA staff will provide a capital equipment budget and requisitions to the Governing Board of the Ambulance District on an annual basis, or as necessary during interim periods. The Governing Board of the Ambulance District shall approve all capital purchases and work in collaboration with TVA personnel to acquire ambulances, other vehicles and equipment necessary to provide the highest quality emergency medical care to patients in the pre-hospital setting.
- ii. All ambulances and equipment shall be purchased by the Ambulance District and the ownership of the ambulances, other vehicles and equipment shall lie with the Ambulance District.

2. Ambulance and Equipment Maintenance.

- a. It shall be the responsibility of the Ambulance District to contract for maintenance of all ambulances and equipment. Arrangements for fuel purchases shall be made through the Ambulance District. Daily operational check-outs and weekly medical supplies and equipment inventory shall be performed by EMS staff personnel.
- b. Insurance. The Ambulance District shall be responsible for obtaining or otherwise providing property, casualty and liability insurance coverage for the Ambulance District itself, as well as ambulances, other vehicles and equipment.
- c. Dispatch Services. TVA will be dispatched through the Teton County Sheriff's Office (TCSO) as part of the county-wide 911 system. The Ambulance District shall contract with the TCSO for dispatch service.
- d. Ambulance/Equipment Housing. The Ambulance District will provide suitable housing for the ambulances, other vehicles and equipment. TVH will provide adequate space for installation of an enclosed facility for housing the "on duty" ambulance at the hospital.
- e. Contract Payment. The FY 2009 contract fee for ambulance services per the terms of this contract shall be \$363,200. Payment shall be made from the Ambulance District to TVH in twelve (12) equal monthly payments of \$30,267. Payments shall be made after the 15<sup>th</sup> but before the 30<sup>th</sup> of each month.
- f. Meetings. The Governing Body of the Ambulance District shall meet quarterly with the CEO of TVH; the Medical Director of TVA; the Director of the TVH Emergency Department; and the Supervisor

of TVA to assure that the covenants of this agreement are being met. This meeting shall include budget reconciliation and operating report. The Governing Board of the Ambulance District and the Governing Board of TVH shall meet at least once yearly to review the performance of this contract.

- g. Terms of Agreement. This agreement shall be effective commencing October 1, 2008, and continue for a period of five years unless terminated as provided herein.
- h. Termination. This agreement may be terminated upon the mutual agreement of the parties, or as otherwise provided herein.
- i. Conditions of Termination.
  - i. If based on a material breach by another party, and that party's failure to cure such breach with ten (10) days. Should such failure exist, TVH shall be obligated for a maximum of one-hundred eighty (180) days, but will be released of all obligations of this agreement at any other date that Teton County Ambulance District has in place an alternate provider for ambulance service in order to fulfill their commitment to the community.
  - ii. If based upon a determination, made in good faith that the ambulance services provided herein cannot be provided in an economically viable manner after the best efforts by all parties to provide an appropriate means to fund the ambulance services. One-hundred eighty (180) day notification is required for this cause.
  - iii. If based on a determination that any material provision of this Agreement violates applicable law or regulations and in such case that such violation is not cured, termination would be immediate. Should TVA become decertified by the State of Idaho, Department of Health and Welfare, this agreement would terminate immediately. TVH will assist the Teton County Ambulance District in all ways possible in securing ambulance service to fulfill their commitment to the community.
- j. Without Cause. This agreement may be terminated without cause by providing written notice to the other party one-hundred eighty (180) days in advance of the termination.
- k. Notices. Unless otherwise specifically provided, any and all notices required or permitted under this agreement shall be in writing and shall be deemed delivered upon personal delivery or three (3) days after mailing thereof when properly addressed and deposited in the United States Mail, first class, postage paid. Notices shall be properly addressed if addressed to the parties as follows:

If to TVH: Mr. Floyd Bounds, CEO  
Teton Valley Healthcare  
120 E. Howard Ave.  
Driggs, Idaho 83422

If to Ambulance District:

Governing Board of Teton County Ambulance Dist.  
Teton County Courthouse  
89 N. Main  
Driggs, Idaho 83422

This agreement is accepted by the undersigned parties as of:

07-17-08

Acceptance Date

And entered into the official minutes of the Teton County Board of  
County Commissioners on:

07-17-08

Meeting Date

Accepted by:

Floyd Bounds  
Floyd Bounds, CEO  
Teton Valley Healthcare

7/31/08

Date

Larry Young  
Hon. Larry Young, Chairman  
Teton County Board of County Commissioners

7/28/08

Date

Alice Stevenson  
Alice Stevenson, Commissioner

7/28/08

Date

Mark Trupp  
Mark Trupp, Commissioner

7/28/08

Date

**Teton County Ambulance Service District  
Minutes: December 14, 2009**

*Commissioners' Meeting Room, 150 Courthouse Drive, Driggs, Idaho*

**COMMISSIONERS PRESENT:** Bob Benedict, Kathy Rinaldi

**OTHER ELECTED OFFICIALS PRESENT:** Clerk Mary Lou Hansen, Prosecutor Kathy Spitzer

**TETON VALLEY HEALTH CARE PERSONNEL PRESENT:** EMTs Chris Taylor and Natalie Kaufman

Commissioner Benedict called the meeting to order at 9:48 am.

**NEW AMBULANCE GARAGE.** Mr. Taylor reported that the garage framing was complete.

**WYOMING CONTRACT.** The Board reviewed the Ambulance Service Contract between Teton County, Wyoming and the Ambulance Service District for provision of ambulance services to the areas of Teton County, Wyoming on the west side of the Teton. All references to "Alta" were removed and the payment method paragraph was completed. The EMTs present said the required informational reports would not be a problem to submit.

● **MOTION.** Commissioner Benedict made a motion to approve the Ambulance Service Contract between Teton County, Wyoming and the Teton County Ambulance Service District, with changes as discussed. Motion seconded by Commissioner Rinaldi and carried. (Attachment #1)

**TETON VALLEY HEALTH CARE CONTRACT.** The Board reviewed the revisions to this contract, which were made to align the contract with provisions of the new contract with Wyoming. Both contracts have been reviewed by TVHC.

● **MOTION.** Commissioner Rinaldi made a motion to approve the updated Ambulance Service Agreement between Teton Valley Health Care and the Teton County Ambulance Service District. Motion seconded by Commissioner Benedict and carried. (Attachment #2)

TVHC will need to execute a Business Associate Agreement with the Teton County, Wyoming Fire Department.

● **MOTION.** At 10:13 am Commissioner Rinaldi made a motion to recess the Ambulance Service District and reconvene as the Board of County Commissioners. Motion seconded by Commissioner Benedict and carried.

**December 17, 2009**

Commissioner Benedict called the recessed meeting of the Ambulance Service District to order at 11:04 am and stated that the meeting was a continuation of the Board's December 14 meeting.

**COMMISSIONERS PRESENT:** Bob Benedict, Kathy Rinaldi (Larry Young was sick, but participated via telephone during the afternoon)

**OTHER ELECTED OFFICIALS PRESENT:** Clerk Mary Lou Hansen, Prosecutor Kathy Spitzer

**TETON VALLEY HEALTH CARE PERSONNEL PRESENT:** Operations Manager Laura Piquet, Interim EMS Director Kim Sorensen, Assistant to the Interim EMS Director Bob Veilleux.

● **MOTION.** Commissioner Rinaldi made a motion to approve the Ambulance District minutes of November 9, 2009. Motion seconded by Commissioner Benedict and carried.



The Board told Ms. Piquet they would work to correct communications problems. She asked that the hospital CEO, Operations Manager and EMS Director be notified of all Ambulance Service District meetings. They also need to receive a copy of the quarterly report meetings scheduled for 2010. The Board said the Ambulance Service District would probably meet twice a month until the ambulance garage construction project was completed and agreed to schedule those meetings at 9:30 am.

Ms. Piquet said she had reviewed and approved the Ambulance Service District's contract with Teton County, Wyoming and that TVHC would submit the reports as required in Paragraphs 1f and 1g. She will sign and mail the Business Associate Agreement to the Teton County, WY Fire Chief as requested. She had also reviewed and approved the changes made to the Ambulance Service District's Agreement with TVHC. Attachment A to that agreement will be updated to show only TVA position titles and Attachment B will be updated since TVA provides free services to many non-profits.


**NEW AMBULANCE DIRECTOR.** Commissioner Rinaldi agreed to participate in the interview and hiring process for the new ambulance director who will be hired to replace Ken Schwab.

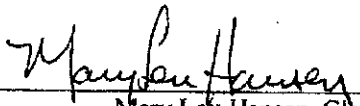
**AMBULANCE GARAGE.** Engineer Louis Simonet said that Teton County Building Inspector Bruce Nye is now the official point of contact for the contractor. Previously, the contractor had been submitting Requests for Information to L8 Architects. Now, Mr. Nye will receive all submittals and will determine whether the architect needs to be involved. Mr. Simonet reviewed RFIs #1-4 and Request for Engineering Change #1 submitted by Harper Construction (Attachment #3). The Engineering change will reduce construction cost by \$2,350. Mr. Sorensen said the concrete work was completed and framing is in progress. The metal fabrication will take 4-5 weeks, after which the doors can be ordered. Those will take an additional 4-5 weeks.

● **MOTION.** Commissioner Rinaldi made a motion to approve the Request for Engineering Change #1 and Items 1-4 of RFI #3. Motion seconded by Commissioner Benedict and carried.

● **MOTION.** Commissioner Benedict made a motion instructing Bruce Nye to approve any appropriate change requests or RFIs that will reduce costs, to obtain the approval of any Commissioner for any items resulting in cost increases less than \$1,000, and to bring any change requests or RFIs that will cost \$1,000 or more to the Ambulance District Board for approval. Motion seconded by Commissioner Rinaldi and carried.

● **MOTION.** At 11:53 am Commissioner Rinaldi made a motion to adjourn the meeting of the Ambulance Service District and reconvene as the Board of County Commissioners. Motion seconded by Commissioner Benedict and carried.

  
Larry Young, Chairman

ATTEST:   
Mary Lou Hansen, Clerk

Attachment #1 Ambulance Service Contract (with Teton County, Wyoming)  
#2 Ambulance Service Agreement (with Teton Valley Health Care)  
#3 Ambulance Garage RFIs 1-4 and Request for Engineering Change #1

AMBULANCE SERVICES CONTRACT

This agreement made and entered into this 1st day of January, 2010, by and between the County of Teton, a duly organized county of the State of Wyoming, of P.O. Box 1727, Jackson, Wyoming 83001, hereinafter referred to as "the County", and the Teton County Ambulance Service District, a duly organized ambulance district in the State of Idaho, of 150 Courthouse Drive, Driggs, Idaho 83422, hereinafter referred to as "the District", both of whom understand and agree as follows:

WITNESSETH:

WHEREAS, it is the desire of the Teton County, Wyoming Board of County Commissioners, hereinafter referred to as the "Board", to provide ambulance services to the Teton County Wyoming lands adjacent to Idaho on the West side of the Teton; and

WHEREAS, the County desires to contract the services of the District for ambulance services in the adjacent Wyoming area on the West side of the Teton; and

WHEREAS, the District desires to provide ambulance services to the adjacent Wyoming area on the West side of the Teton;

NOW THEREFORE, in consideration of the mutual covenants herein contained, the parties agree as follows:

1. AMBULANCE SERVICE CONTRACT PROVISIONS

- a. The District will respond to calls for emergency medical services occurring in the adjacent Wyoming areas on the West Side of the Teton.
- b. In consideration of the ambulance services given to the Wyoming area, the County agrees to pay the District for all services rendered hereunder, the payment called for herein. No payment shall be made until such time as the County has received this Ambulance Service Contract signed by the District. The County recognizes that payments are continually accruing and any and all payment arrearages will be made current by the District upon execution of this Contract. It is further understood that the District may charge fees for service to Wyoming patients transported by their ambulances and that those fees collected shall be controlled and used by the District to support the ambulance system. Patient billing shall be the responsibility of the District.
- c. It is further understood and agreed that for and in consideration of the monies paid by the County pursuant to this contract the District shall defend, indemnify and hold harmless the County for any and all liability, causes of action and damages, malpractice, loss or expense incurred by the District arising out of the operation of apparatus or other equipment belonging to the District and the cost of any materials used in connection with any call for assistance.
- d. The District, as owner of the apparatus and equipment to be used in answering calls for assistance in the Wyoming area, agrees that it will assume full responsibility for injuries to persons or property or deaths resulting from negligence in the operations of any such apparatus or equipment while answering any such calls, and will obtain liability insurance for its vehicles and equipment. Each year that this contract is renewed, the District shall provide the County with a Certificate of Insurance evidencing the existence of such insurance. If the District ever cancels or fails to renew their policy they shall immediately notify the County.

- e. It is expressly understood and agreed that the number of Emergency Medical Technicians and the nature of apparatus and equipment dispatched in answer to calls, the manner of providing medical care, and other operations at the scene of a medical emergency, accident or other incident to which the District is called, are matters within the judgment of the Executive Director and Medical Director of Teton Valley Ambulance or Teton Valley Health Care or other officers of the ambulance service who may be in charge at the time. The District shall maintain a current State of Wyoming Ambulance License.
- f. The District shall immediately notify the Chief of Jackson Hole Fire/EMS or the assigned Duty Officer of any mass casualty incident to which the District responds within Wyoming. A mass casualty incident is any incident in which emergency medical services personnel and equipment at the scene are overwhelmed by the number and severity of casualties at that incident.
- g. The District shall provide Jackson Hole Fire/EMS with all incident reports generated for calls within the Wyoming area, for all patients that originate in Teton County, Wyoming, in order to allow Jackson Hole Fire/EMS to complete required State of Wyoming reporting. Such reports shall be submitted not more than 30 days from the date of service, but not more than 10 days from the date of service upon direct request by the County. Such reports may be in the form of a standard Patient Care Report, or shall provide adequate information to complete such reports.
- h. The County understands that the District contracts with Teton Valley Health Care which provides all the Emergency Medical Services (EMS) and ambulance services for the District. Accordingly, Teton Valley Health Care is responsible for all regulatory compliance issues, including all reporting requirements of the Health Insurance Portability and Accountability Act (HIPAA) of 1996. The District shall be identified as a HIPAA Covered Entity and shall comply with the HIPAA Business Associate Agreement that they have provided to Teton County Wyoming EMS. In return, the Teton County Wyoming EMS, will be the business associate and must comply with any HIPAA/HITEC requirements wherein protected health information is shared.
- i. It is hereby mutually covenanted and agreed that the relation of the District to the services to be performed by it under this contract shall be that of an independent contractor.
- j. The District agrees that it will not assign, transfer, convey, sublet or otherwise dispose of this agreement, its right, title or interest in this agreement, or its power to execute this agreement, to any other person, company or corporation without the previous consent in writing of the County. Notwithstanding the previous sentence, the County understands and agrees to the fact that the District contracts with Teton Valley Health Care and its DBA, Teton Valley Ambulance, for the providing of emergency medical services and ambulance services for the District.
- k. Each and every provision of law and clause required by law to be inserted in this contract shall be deemed to have been inserted herein. If any such provision is not inserted through mistake or otherwise, then upon the application of either party, this contract shall be physically amended.
- l. The District shall at all times comply with all applicable laws, statutes, codes, rules and regulations of the State of Wyoming while in performance of this contract.

2. TERMINATION AND TERM

- a. For the purpose of this agreement, termination shall occur when:
  - i. The Teton County Wyoming Board of County Commissioners votes to terminate the Contract at a duly authorized public meeting.
  - ii. The Teton County Idaho Ambulance Service District Board votes to terminate the Contract at a duly authorized public meeting.
  - iii. In the event that either party seeks to terminate this contract, a minimum of 60 days written notice to the parties shall be provided, unless the parties agree otherwise.
- b. The term of this agreement shall be one (1) year.
- c. Unless written notice of a desire to terminate this agreement is given by either party at least ninety (90) days prior to the termination date as provided herein, this agreement shall be extended on the same terms and conditions herein provided, for an additional period of one year.

3. **PAYMENT.** The County agrees to pay the District for services rendered an amount calculated by providing the annual operating expenses according to the number of runs made to Wyoming by the total number of runs made by the District. In order to facilitate accurate budgeting by both the County and the District, the annual amount due will be calculated in April of each year based on the actual operating expenses for the District's previously completed fiscal year and the ambulance runs for the previously completed calendar year. In January of each year, the District shall provide an invoice, with signed voucher, to Jackson Hole Fire/EMS for the entire amount due for that fiscal year.

4. **NOTICES.** Notices pursuant to this agreement shall be given by personal delivery or through certified mail of the United States Postal Service, postage prepaid and addressed as follows:

For the County  
Teton County Fire/EMS  
Teton County, Wyoming  
P.O. Box 901  
Jackson, WY 83801

For the District  
Teton County Ambulance Service District  
150 Courthouse Drive  
Driggs, ID 83422

Notices shall be deemed given as of the date of personal service or written evidence of the execution of return receipt in the course of transmission through the United States Postal Service.

5. GENERAL PROVISIONS.

- a. This agreement constitutes the complete understanding of the parties. No modifications of any provisions thereof shall be valid unless in writing and signed by both parties.
- b. No waiver of any breach of any condition of the agreement shall be binding unless in writing and signed by the party waiving said breach. No such waiver shall in any way affect any other term or condition of this agreement or constitute a cause or excuse for a repetition of such or any other breach unless the waiver shall include the same.

- c. This agreement shall become effective commencing January 1, 2010.
- d. If any provision, or any portion thereof contained in this agreement is held unconstitutional, invalid, or unenforceable, the remainder of this agreement, or portion thereof, shall be deemed severable, and shall be affected and shall remain in full force and effect.

COUNTY OF TETON, WYOMING

Hank Phibbs  
Chairman

ATTEST

Sherry Daigle,  
Teton County, Wyoming Clerk

DISTRICT  
TETON COUNTY AMBULANCE  
SERVICE DISTRICT

Larry Young  
Chairman

ATTEST

Mary Lou Hansen  
Teton County, Idaho Clerk

## AMBULANCE SERVICE AGREEMENT

### **SECTION ONE: Obligation of Teton Valley Health Care to Provide Emergency Medical Services and Ambulance Services.**

1. Teton Valley Health Care (TVHC) agrees to provide Emergency Medical Services (EMS) and ambulance services to the Teton County Ambulance Service District (Ambulance District) on the following terms and conditions:

- a. TVHC will provide ambulance services through Teton Valley Ambulance (TVA) on a 24/7/365 basis.
- b. TVA will provide ambulance services to citizens within the boundaries of the Ambulance District (Teton County, Idaho), on the public lands surrounding the Ambulance District, and in the adjoining Wyoming lands on the west side of the Tetons, subject to agreement between Teton County, Wyoming Board of County Commissioners and Teton County Ambulance Service District Board of Commissioners. TVHC and TVA agree to comply with all duties, terms and conditions of any agreement between Teton County, Wyoming and Teton County Ambulance Service District. The current agreement between Teton County Wyoming and Teton County Ambulance Service District is attached hereto and incorporated herein.
- c. **Annual Operating Budget.** The administration of TVHC and the Governing Board of the Ambulance District will prepare an annual budget for the delivery of EMS and ambulance services within the specified service area.
  - (1) TVA will develop an annual capital equipment reinvestment budget to be submitted concurrently with the annual operating budget.
- d. All consumable medical supplies will be provided by TVHC.
- e. TVHC will have the sole responsibility for operation of TVA and for establishment of policies and procedures for its ambulance services.

### **2. Provision of Ambulance Service.**

- a. **Staffing.** TVA will establish and maintain a schedule of qualified emergency medical personnel that are available to operate the ambulance service 24/7/365. These personnel will also provide on-site Emergency Room Technician support to healthcare provider staff at Teton Valley Hospital on a 24/7/365 basis and shall be supervised by the TVHC Director of the Emergency Medical Services Department, who reports to the TVHC Operations Manager (see Attachment A).
  - (1) TVA will provide emergency medical services at a minimum of EMT-Advanced level (Idaho Standards), whenever possible; and the requirements of Idaho Code § 56-1016 shall be met at all times.<sup>1</sup>
  - (2) TVA will provide emergency patient transfer services, including an on-call standby crew, on a 24/7/365 basis. This crew will also be available to support Search and Rescue call-outs and other multi-casualty incidents as needed.

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<sup>1</sup> Personnel during transport or transfer--There shall be at least two (2) crew members on each patient transport or transfer, with the crew member delivering patient care being, at a minimum, a licensed emergency medical technician (EMT). Each licensed EMS agency shall have a twenty-four (24) hour dispatch arrangement and shall respond to calls on a twenty-four (24) hour basis.

- b. Vehicles and Equipment. The vehicles required to provide EMS services outlined in this agreement shall be three (3) ambulances. The Ambulance District shall furnish said ambulances for the use of TVA. The ambulances shall be equipped by the Ambulance District to at least the minimum standard set by the State of Idaho, Department of Health and Welfare, Bureau of Emergency Medical Services. Further, the ambulances shall be equipped to Alaska Standards for cold weather emergencies.
- c. Billing and Collection. TVHC shall be responsible for billing and collecting fees for all EMS services rendered by TVA.
- d. Regulatory Compliance. TVHC shall be responsible for ensuring that TVA complies with and provides ambulance services in accordance with all Federal, State, local and any other applicable laws and regulations.
- e. Medical Direction. TVHC shall provide a licensed, privileged Medical Doctor to serve as Medical Director for TVA.
- f. Insurance. TVHC medical liability insurance, including HIPAA coverage, extends to TVA and its staff as a department of the hospital.
- g. Employee Benefits. All EMS staff shall be employees of TVHC and shall receive benefits, as they meet eligibility criteria, consistent with TVHC employment policies and procedures.

### **3. Special Events and Public Services.**

- a. Ambulance services may be requested by special interest groups. The Fee Schedule for such events and services is Attachment B to this Agreement. Fees received through the rendering of such services shall be billed and collected by TVHC and shall be retained by TVHC. Requisite ambulance(s) and EMS crew(s) will be scheduled by the EMS supervisor or his designee.

### **4. Public Education and Services.**

- a. TVA personnel will provide certified instructors and facilitate delivery of both fee-based and non-fee educational programs as follows:
  - (1) CPR/First Aid training and certification for community members.
  - (2) CPR/AED training and certification to Teton County Sheriffs Department, Teton County Fire Protection District and Teton County Search and Rescue.
  - (3) Cardiac emergency training for community members.
  - (4) Other public education programs as may become available; i.e., Kid's Camp; CPR Anytime; Car Seat Safety; recreation safety (helmet, safety equipment education); School District 401 vocational education; Pine Basin EMS weekend (high school student EMTs).
  - (5) Patient transport from hospital to residence within Teton County, per medical direction.

### **5. Mutual Aid.**

- a. TVA will support the Mutual Aid Agreement between the Ambulance District, the Teton County Fire Protection District, and TVHC. TVA has entered into a Memorandum of Understanding with Teton County Search and Rescue. TVA will also participate in all critical incident response programs, trainings, task forces, and emergency response teams relevant to Teton County. TVA will continue to participate in mutual aid relationships with surrounding counties.

**6. Public Relations.**

- a. TVA will coordinate EMS Week; participate in elementary and private school presentations; participate in high school and middle school career weeks; maintain a presence at community celebrations.
- b. Grants/Fundraising. In conjunction with TVHC staff, TVA will actively pursue grants and other funding sources that may be appropriate to provide equipment, education, training, and other resources for the benefit of TVA and the Ambulance District.

**7. Plans for Future EMS Coverage within Teton County.**

- a. Currently, average response time from "En Route" to "On Scene" is eight minutes. This average includes the much longer drive times for responses to Grand Targhee Resort, and meets National Emergency Medical Services Statistical Information Systems standards of eight minutes or less.
- b. Beginning in 2010, TVA plans to add one or two EMT-Paramedics to their staff each year.

**Section Two: Obligation of Teton County Ambulance Service District.**

**1. Ambulances and Equipment.**

- a. It shall be the responsibility of the Ambulance District to provide all necessary ambulances and equipment to be utilized by TVA in the provision of emergency medical services.
- b. All ambulances and equipment will be supplied at least at the minimum EMS service level (Advanced or Paramedic) as required by the State of Idaho, Department of Health and Welfare, Bureau of Emergency Medical Services; and as required by the local scope of practice as determined by the Medical Director and/or Director of the Emergency Department at TVHC.
  - (1) TVHC leadership will provide a capital equipment budget and requisitions to the Ambulance District on an annual basis, or as necessary during interim periods. Providing funds are available, the Governing Board of the Ambulance District shall approve all capital purchases and work in collaboration with TVA personnel to acquire ambulances and equipment necessary to provide the highest quality emergency medical care to patients in the pre-hospital setting.
  - (2) All ambulances and equipment shall be purchased and owned by the Ambulance District.

**2. Ambulance and Equipment Maintenance.**

- a. It shall be the responsibility of the Ambulance District to contract for maintenance of all ambulances and equipment and to purchase fuel for the ambulances. Daily operational check-outs and weekly medical supplies and equipment inventory shall be performed by TVA staff.
- b. Insurance. The Ambulance District shall be responsible for obtaining or otherwise providing property, casualty and liability insurance coverage for its ambulances, other vehicles and equipment.
- c. Dispatch Services. TVA will be dispatched through the Teton County Sheriff's Office (TCSO) as part of the county-wide 911 system. The Ambulance District shall contract with the TCSO for dispatch service.
- d. Ambulance/Equipment Housing. The Ambulance District will provide suitable housing for the ambulances and equipment. TVHC will provide adequate space for construction of an enclosed facility for housing the "on duty" ambulance at the hospital. Once it is built, TVHC will purchase

the enclosed facility from the Ambulance District through a five-year payment plan, which shall begin within 12 months after the new facility is placed into service.

e. Contract Payment. The FY 2010 contract fee for ambulance services per the terms of this contract shall be \$371,848.00. Payment shall be made from the Ambulance District to TVHC in twelve (12) equal monthly payments of \$30,987.00. Payments shall be made after the 15th but before the 30th of each month. Payments for subsequent years of this contract shall be determined during the annual budget process described in Section One, Paragraph 1c.

f. Meetings. The Governing Board of the Ambulance District shall meet quarterly with the CEO of TVHC; the Operations Manager of TVHC; the Medical Director of TVA; the Director of the TVHC Emergency Department; and the Supervisor of TVA to assure that the covenants of this agreement are being met. These quarterly meetings shall include a budget reconciliation report prepared by the clerk of the Ambulance District Governing Board and an operating report prepared by TVA.

g. Terms of Agreement. This agreement shall be effective commencing December 14, 2009 and continue for a period of five years unless terminated as provided herein.

h. Termination. This agreement may be terminated upon the mutual agreement of the parties, or as otherwise provided herein.

i. Conditions of Termination.

(1) If based on a material breach by another party, and that party's failure to cure such breach within ten (10) days. Should such failure exist, TVHC shall be obligated for a maximum of one-hundred eighty (180) days, but will be released of all obligations of this agreement at any other date, provided that the Ambulance District has in place an alternate provider for ambulance service in order to fulfill their commitment to the community.

(2) If based upon a determination, made in good faith, that the ambulance services described herein cannot be provided in an economically viable manner after the best efforts by all parties to provide an appropriate means to fund the ambulance services. One-hundred eighty (180) day notification is required for this cause.

(3) If based on a determination that any material provision of this Agreement violates applicable law or regulations and in such case that such violation is not cured, termination would be immediate. Should TVA become decertified by the State of Idaho, Department of Health and Welfare, this agreement would terminate immediately. TVHC will assist the Ambulance District in all ways possible in securing ambulance service to fulfill their commitment to the community.

j. Without Cause. This agreement may be terminated without cause by providing written notice to the other party one-hundred eighty (180) days in advance of the termination.

k. Notices. Unless otherwise specifically provided, any and all notices required or permitted under this agreement shall be in writing and shall be deemed delivered upon personal delivery or three (3) days after mailing thereof when properly addressed and deposited in the United States Mail, first class, postage paid. Notices shall be properly addressed if addressed to the parties as follows:

If to TVHC:

CEO, Teton Valley Health Care  
120 E. Howard Ave.  
Driggs, Idaho 83422

If to Ambulance District:

Governing Board, Teton County Ambulance District  
Teton County Courthouse  
89 N. Main  
Driggs, Idaho 83422

This agreement is accepted by the undersigned parties as of: 12-14-09 (Acceptance Date)  
And entered into the official minutes of the Teton County Ambulance Service District on:


12-14-09 (Meeting Date)

Accepted by:



Mitch Felchle, Interim CEO, Teton Valley Health Care

Date: 12/22/09



Larry Young, Chairman, Teton County Ambulance Service District

Date: 12-21-09



Bob Benedict, Commissioner, Teton County Ambulance Service District

Date: 12/17/09



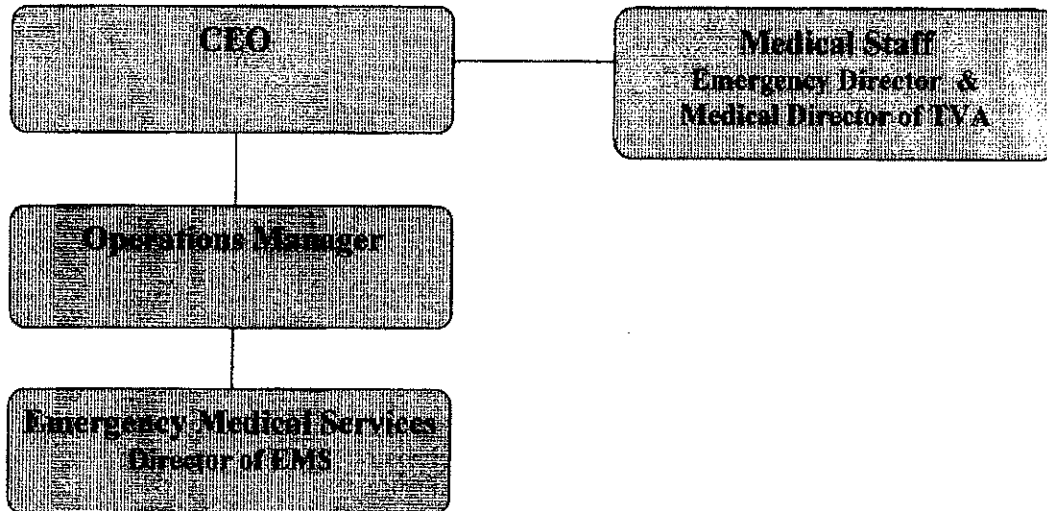
Kathy Rinaldi, Commissioner, Teton County Ambulance Service District

Date: 12/17/09



**ATTACHMENT A: TVA Personnel**

As of December 14, 2009, the chart below illustrates the chain of command at Teton Valley Health Care as related to the Ambulance Service Agreement:



**ATTACHMENT B: Ambulance Special Event Fee Schedule**

In general, ambulance service requests by special interest groups will be charged a flat fee of \$63.00 per hour. Provided:

1. Teton County Schools pay no fee;
2. Events sponsored by non-profit organizations in Teton Valley may be served at no, or reduced charge, if EMS leadership determines that such reduced charges are offset by the public relations benefits and goodwill created with a collaborative partner of TVA, thereby providing sufficient benefit to the ambulance district.
3. For-profit organizations sponsoring events that, in the judgment of EMS leadership have a likelihood of ambulance services needs, generally are charged the \$63.00 per hour fee. Provided, however, if EMS and TVHC leadership believe ambulance coverage could significantly benefit TVHC both economically and in public relations benefits, then TVHC may opt to pay the costs of providing ambulance coverage for such events.
4. Free or reduced charges for ambulance services will be provided only if the ambulance service is available to offer said services.

TETON COUNTY FIRE PROTECTION DISTRICT  
PO Box 474 • 911 North Hwy. 33  
Driggs, Idaho 83422



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#### Executive Summary

The following proposal is intended to create a new Emergency Medical Services System in Teton County, Idaho. An efficient, economical and healthy EMS system requires a unified approach with partners working together, pooling their strengths and resources to improve the level of service and is defined by quality patient care.

A partnership of the Teton County Ambulance District, Teton County Fire Protection District and the Teton Valley Hospital executing this proposal will staff two front line paramedic ambulances (Driggs and Victor) with crews of three, 24/7, a third paramedic ambulance dedicated to patient transfers with one paramedic on duty 24/7 at the hospital's Emergency Department, and a significant reserve force of emergency responders, all at a cost savings.

The specific goals addressed by this proposal are:

1. Create one unified EMS System
2. Reduce paramedic ambulance response times
3. Maximize emergency service capabilities
4. Minimize "tax payer" expenses
5. "Do no harm!"

#### Proposed EMS System Plan

In the plan outlined below, the Ambulance District will continue to perform all customary fiduciary duties and responsibilities. Additionally, they will oversee a new service agreement between the Ambulance District, the Teton County Fire Protection District, and the Teton Valley Hospital where the Fire District will be tasked primarily with pre-hospital care, and the Hospital will be tasked primarily with inter-facility patient transfers of stabilized patients.

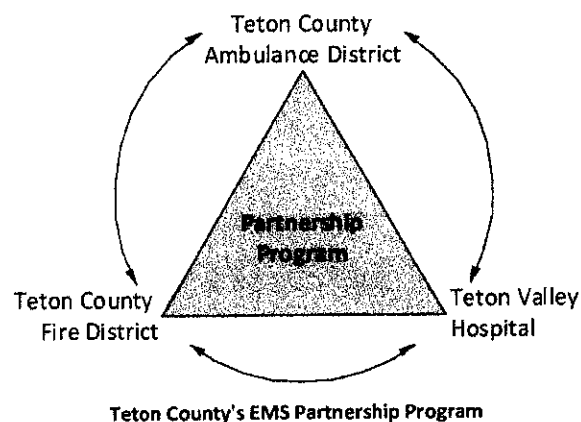
Where the hospital will be tasked with patient transfers, the Ambulance District will provide funding for one EMT-P, 24/7, assigned to the Transfer Ambulance. This EMT-P will work in the Emergency Department of the hospital until a patient needs to be transferred to an alternate facility. This transfer will be conducted with the hospital paramedic along with one EMT provided by the Fire District. In addition, the transfer ambulance and hospital paramedic may be utilized in the event of a large scale emergency requiring more than the two Frontline Ambulances.

The pre-hospital emergency medical response will be managed by the Teton County Fire Protection District. The Ambulance District will provide funding for two EMT-P, 24/7

assigned to the Frontline Ambulances. The Fire District will staff Station 1 (Driggs) and Station 2 (Victor) with three or more personnel for emergency response. Additionally, the Fire District will provide an EMT for all patient transfers as conducted by the Hospital's Transfer Ambulance and EMT-P. The Fire District will continue to maintain adequate full and part-time professional emergency personnel as "Call Out" and "Call Back" personnel needed to respond to large emergencies or multiple emergency incidents.

We are very pleased to propose this plan as we are confident that these changes and new partnerships will be of great benefit to every citizen and visitor of Teton Valley. We are equally pleased with the opportunity to work together, mutually benefiting one another and the public we serve, effectively ending any competitive or adversarial role or position real or otherwise perceived.

Within this document are proposed ways or methods which may be new (or at minimum) different to the reader. We sincerely ask that patience and care be exercised as this proposal is considered.



## 2012 Proposed Ambulance Partnership Program

### TCFPD Pre-Hospital Ambulance

Revenue	
Projected Ambulance Service Revenue	\$280,000.00
Adjustments	
Contractual Allowances (15.5%)	\$ 43,400.00
Bad Debt/Charity (25%)	\$ 70,000.00
<b>Total Expected Collectable Revenue</b>	<b>\$166,600.00</b>

Expenses	
Salaries	
Base Salaries	\$295,326.00
Shift Differential	\$ -
Call Back	\$ 7,200.00
Transfer Salaries	\$ 15,000.00
CE	\$ -
Benefits	\$ 86,164.00
PTO	\$ -
Payroll Taxes	\$ 24,939.00
<b>Total Salary Expense</b>	<b>\$428,629.00</b>
Department	
Supplies/Equipment	\$ 18,000.00
Training/Travel	\$ 10,000.00
Dues/Subscriptions	\$ -
Administrative Services	\$ 36,990.00
<b>Total Expenses</b>	<b>\$493,619.00</b>

<b>Net Difference/County Fees To Collect</b>	<b>\$327,019.00</b>
<b>Payment per Month to TCFPD</b>	<b>\$ 27,251.58</b>

Partnership Program	
Proposal	\$448,835.00
TVH 2012 Proposal	\$450,380.00
<b>Saving to Ambulance District</b>	<b>\$ 1,545.00</b>

### TVH Transfer Ambulance

Expenses	
Salaries	
Base Salaries	\$ -
Shift Differential	\$ -
On-call Time	\$ -
Transfer Salaries	\$ 95,472.00
CE	\$ -
Benefits	\$ 12,411.00
PTO	\$ 3,818.00
Payroll Taxes	\$ 8,115.00
<b>Total Salary Expense</b>	<b>\$ 119,816.00</b>
Department	
Supplies/Equipment	\$ 2,000.00
Training/Travel	\$ -
Dues/Subscriptions	\$ -
Administrative Services	\$ -
<b>Total Expenses</b>	<b>\$ 121,816.00</b>

<b>Net Difference/County Fees To Collect</b>	<b>\$ 121,816.00</b>
<b>Payment per Month to TVH</b>	<b>\$ 10,151.33</b>

## 2012 Ambulance Bid Proposal

### TCFPD

<b>Revenue</b>	
Projected Ambulance Service Revenue	\$280,000.00
Adjustments	
Contractual Allowances (15.5%)	\$ 43,400.00
Bad Debt/Charity (25%)	\$ 70,000.00
<b>Total Expected Collectable Revenue</b>	<b>\$166,600.00</b>

<b>Expenses</b>	
<b>Salaries</b>	
Base Salaries	\$295,326.00
Shift Differential	\$ -
Call Back	\$ 7,200.00
Transfer Salaries	\$ 30,000.00
CE	\$ -
Benefits	\$ 86,164.00
PTO	\$ -
Payroll Taxes	\$ 24,939.00
<b>Total Salary Expense</b>	<b>\$443,629.00</b>
Department Supplies/Equipment	\$ 20,000.00
Training/Travel	\$ 10,000.00
Dues/Subscriptions	\$ -
Administrative Services	\$ 36,990.00
<b>Total Expenses</b>	<b>\$510,619.00</b>

<b>Net Difference/County Fees To Collect</b>	<b>\$344,019.00</b>
<b>Payment per Month to TCFPD</b>	<b>\$ 28,668.25</b>

<b>Savings to Ambulance District</b>	<b>\$106,361.00</b>
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### TVHC 2012 Comparison

<b>Revenue</b>	
Projected Ambulance Service Revenue	\$280,000.00
Adjustments	
Contractual Allowances (15.5%)	\$ 43,400.00
Bad Debt/Charity (25%)	\$ 70,000.00
<b>Total Expected Collectable Revenue</b>	<b>\$166,600.00</b>

<b>Expenses</b>	
<b>Salaries</b>	
Base Salaries	\$355,580.00
Shift Differential	\$ 24,000.00
On-call Time	\$ 43,800.00
Transfer Salaries	\$ 22,000.00
CE	\$ 10,000.00
Benefits	\$ 44,400.00
PTO	\$ 14,000.00
Payroll Taxes	\$ 30,000.00
<b>Total Salary Expense</b>	<b>\$543,780.00</b>
Department Supplies/Equipment	\$ 20,000.00
Travel/Training	\$ 10,000.00
Dues/Subscriptions	\$ 200.00
Administrative Services	\$ 43,000.00
<b>Total Expenses</b>	<b>\$616,980.00</b>

<b>Net Difference/County Fees To Collect</b>	<b>\$450,380.00</b>
<b>Payment per Month to TVHC</b>	<b>\$ 37,531.67</b>

## **TCAD/TCFPD/TVH Proposed Partnership Program**

### **Introduction**

As outlined in the Executive Summary, in the Partnership Program between the Teton County Ambulance District, the Teton County Fire Protection District and the Teton Valley Hospital, the Fire District will contract for pre-hospital patient care while the Teton Valley Hospital will provide inter-facility patient transfers. In this scenario Teton County will have the advantage of three front line paramedic ambulances. Following is an explanation of services.

### **Ambulance Service Income: \$166,600**

With a projection of 500 ambulance calls, \$166,600 represents an expected billable amount of \$280,000 less contractual allowances, bad debt and charity.

### **Contractual Allowances: \$43,400**

Contractual allowances represent the difference between the billed amount and that paid by the government and insurance agencies after adjustments. Historically, this allowance is 15.5%.

### **Allowance for Bad Debt and Charity: \$70,000**

As outlined by national averages, an ambulance billing entity can expect to collect 25% of the total amount billed. For a projection of \$280,000, 25% is \$70,000.

### **Ambulance District Expenses for Pre-Hospital Care**

Expenses for pre-hospital care will be further explained and include:

- » Salaries and benefits
- » Equipment and supplies
- » Travel and Training
- » Administrative Services

### **Teton County Fire Protection District Salaries and Benefits: \$443,629**

The salaries and benefits of \$443,629 will cover six paramedics to staff ambulances in both Driggs and Victor at the Fire District's stations 1 & 2. As outlined above, these ambulances will be staffed with three EMT's of which at least one will be a paramedic.

### **Shift Differential: \$0.00**

Since the Fire District has their employees working on a rotating 24 hour shift schedule, there is no need for shift differential pay.

Call Back: \$7,200

Where the current model allows ambulance personnel to sign up for an "on-call shift" that pays an amount for an EMT to be available to cover transfers, the Fire District is set up with enough personnel that when the call-back is needed, it is immediately filled.

In the event of an extended ambulance call such as a call to Grand Targhee emergency medical personnel will be called back to the station for staffing. The conservatively budgeted amount of \$7,200 will cover 240 hours of extended ambulance calls.

Patient Transfer Salaries

- » Teton County Fire Protection District: \$15,000
- » Teton Valley Hospital: \$121,816

The patient transfer amounts are based on 100 annual patient transfers, and are based on previous year's transfers. In this partnership staffing model, an additional three paramedics will be assigned to the Teton Valley Hospital to cover all inter-facility patient transfers. During a patient transfer, the Teton Valley Hospital paramedic on duty along with one EMT from the Teton County Fire Protection District will conduct the transfer. A third ambulance will be assigned to Teton Valley Hospital and will be dedicated to patient transfers.

An additional advantage of having a paramedic working a third ambulance is in the case of a Mass Casualty Incident where more than two ambulances are required. In this type of emergency the Teton Valley Hospital paramedic will respond to the incident and provide assistance as needed.

Paid Time Off: \$0.00

As previously outlined, the Fire District's staffing model will have seven personnel assigned to each 24 hour shift with a minimum staffing of six.

Benefits & Payroll Taxes: \$86,164 & \$24,939

The amount allotted for Benefits and Taxes are actual numbers based on the Fire District's personnel payroll requirements.

Supplies and Equipment:

- » Teton County Fire Protection District: \$18,000
- » Teton Valley Hospital: \$2,000

The Supplies and Equipment funds covers the Teton Valley Hospital with \$2,000 for uniforms and office equipment based on the three paramedics that will be hired by the hospital. The remaining monies of \$18,000 will cover an anticipated \$12,000 for the Fire District's medical consumable expenses based on two front-line ambulances, \$2,000 for uniforms and \$4,000 for office supplies/equipment and computer maintenance for computers dedicated to state-mandated patient reports.



Training & Travel: \$10,000

Continuing Education for paramedics is paramount to keep up their skills.

Paramedics at both the Fire District and at the Teton Valley Hospital will be provided a well-structured continuing education program approved by the Medical Director.

This will include aspects such as:

- » O.R. and E.D. time at the Teton Valley Hospital
- » O.R. and E.D. time at other facilities such as Eastern Idaho Regional Medical Center
- » Idaho State University Sims Lab
- » Paramedic Ride-Alongs with busier fire departments
- » New paramedic training and materials
- » Other on-going continuing education opportunities

The \$10,000 dedicated to Training & Travel will cover the cost for professionals to come to the Teton Valley to hold site appropriate seminars and for our paramedics to travel to neighboring departments and hospitals to review and refresh their advanced skills.

Dues & Subscriptions: \$0.00

We currently subscribe to the necessary trade journals and have already incorporated license renewal fees into our budget. Additionally, we recommend operating the EMS system under one license, the Teton County Ambulance District.

Administrative Services: \$36,990

- » Outside Billing Service - \$24,990: An outside agency will be contracted to bill and collect fees for services rendered. Their fee is 15% of all monies collected and is based wholly on their ability to collect the funds, making them diligent in their task. The amount of \$24,990 is based on the projected \$166,600 of revenue collected. Any amount above this amount will be subject to the 15% fee; however, we will have collected an additional 85%.
- » Medical Director - \$6,000: Our medical director will serve as the oversight for all paramedics and EMTs in the system. In addition to oversight of patient care and the administration of medical protocols, the medical director is very interested in the success of this program. To that end, he would like to conduct regularly scheduled seminars with all members of the Teton County EMS System.
- » Fire District Administration - \$6,000: The Fire District will provide administration and oversight of the pre-hospital emergency ambulance care.

#### Additional Benefits

- » **Defibrillators:** Currently the Ambulance District has three refurbished defibrillators that are approximately two generations old that need to be replaced in the very near future. In 2011 the Fire District purchased two new defibrillators, both ready for front line use. This purchase negates the need for the Ambulance District to make these expensive purchases. Rather, the Ambulance District will have the use of five defibrillators – one for each ambulance and one for the EMS supervisor.
- » **Vehicle Logistics:** Currently the Ambulance District owns four ambulances and one EMS support vehicle. The proposed plan will call for the following:
  - Ambulance 1 – Front line ambulance at Station 1 (Driggs)
  - Ambulance 2 – Front line ambulance at Station 2 (Victor)
  - Ambulance 3 – Transfer ambulance at TVH
  - Ambulance 4 – Reserve ambulance staged in Driggs
  - EMS Support Vehicle – EMS Supervisors vehicle

TETON COUNTY FIRE PROTECTION DISTRICT  
PO Box 474 • 911 North Hwy. 33  
Driggs, Idaho 83422



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### **Fire Based EMS in Teton County**

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In the spirit of improving the Emergency Medical Services in Teton County, the Teton County Fire Protection District has submitted a plan with the following goals:

1. Improve the level of patient care as currently received by the EMS system in Teton County.
2. Run two front-line ambulances 24/7 with three personnel in each.
3. Substantially cut the current taxes paid by the community for EMS service.
4. Improve scene management during all emergencies.

The Teton County Fire Protection District has been a part of the EMS System in Teton County since 2007 when they received a non-transport EMT Basic license from Idaho's EMS governing entity. Prior to 2007, the Teton Valley Ambulance Service, as contracted by the Ambulance Service District, staffed an ambulance during the day, but relied on "on-call" EMT's during the night. After the Fire District received their EMS license and staffed Station 1 with firefighters 24/7, the Ambulance Service requested that the Fire District respond to the medical calls in order to help with their staffing. They have since become a vital and necessary part of the EMS system.

In January, 2012 the Fire District applied for a Paramedic level, non-transport license which will be issued in February. With the addition of this paramedic license from Idaho EMS, the Fire District will be operating on the same level as the Teton Valley Ambulance Service.

In an effort to improve the EMS system in Teton County, it is important to note the following:

- » Running two front line, professionally staffed ambulances will greatly shorten the response time in all areas of the county.
- » Running ambulances out of the fire stations will eliminate the need to run two emergency vehicles to most medical emergencies, thus saving the tax payers the cost of running two vehicles as is currently the case.
- » On-scene management will become more efficient and effective since all responders will answer to one Incident Commander.
- » Since the Fire District already has the infrastructure in place, they will be able to provide a paramedic ambulance transport service for half the cost of the current service. A detailed outline of these savings can be found in subsequent sections of this document.

In short, a Fire-Based EMS system in Teton County will greatly benefit all members of our community through a significantly decreased response time and a substantial savings in tax dollars. Following sections of this document will outline the details of the Fire Districts plan including sections on operating logistics and financial planning.

### **Operating Logistics**

The Teton County Fire Protection District is an all-hazard response entity and responds to all Fire, EMS, Hazmat and Vehicle Extrication emergencies. With this infrastructure in place, the Fire District is able to continue to meet the goals as outlined above. Both Station 1 (Driggs ) and Station 2 (Victor) are staffed 24 hours a day, 7 days a week and respond as necessary to ensure the safety of our public. In addition, Station 3 (Tetonia) is staffed with one firefighter during business hours and responds as necessary. Further, the Fire District currently employs an additional 12 paid call, reserve firefighter/EMT's (with a capacity of up to 30) who are ready to respond at a moment's notice.

Based on the location of the County's population, it was an easy decision for the Fire District to staff a station in Victor since 1/3 of the population lives in that area as is demonstrated by Figure 1. Further, an added front line ambulance in this area will benefit the entire community as patients will not have to wait for personnel to be "called in" during those times when there are two simultaneous medical emergencies.

Of our 15 full time, career staff on shifts, six are currently trained to the paramedic level, and with the addition of three firefighter/paramedics, our paramedic trained staff will rise to nine. It is further expected that at least one more firefighter will reach the paramedic level by summer of 2012, increasing our paramedic staffing numbers to 10. This staffing is adequate to provide two paramedics on shift around the clock and doubles the number of paramedics on shift from current practices.

The Fire District's staffing model outlines the addition of three firefighter/paramedics and all current Ambulance Service personnel are encouraged to apply. Additionally, since the Fire District has a pool of paid-call, reserve firefighters, all of the current part

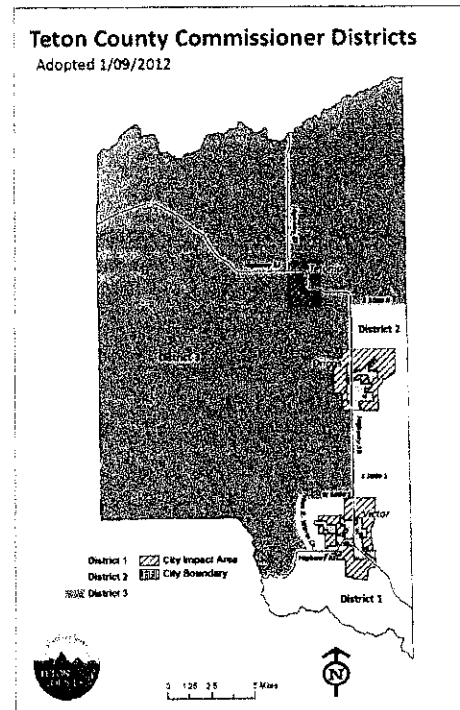


Figure 1

time ambulance personnel would be welcomed into the Fire District. There is room for everyone. In the end, this will not only make the Fire District a better entity, but will also provide a better, well rounded EMS system to the county.

Outlined below is a summary of the Fire Districts plan for operations.

Program Administration: At the beginning of Fiscal Year 2012, the Teton County Fire Protection District chose to lower taxes by 14% and with that decision did not fund the Division Chief of EMS and Training position. The plan has been to re-staff this position in Fiscal Year 2013. It is this position that will administer the Fire District's EMS program. This is a full time, day work position that will concentrate on the administration of the Fire District's EMS program including EMS operations and all EMS training.

Paramedic Training: The Fire District has a detailed and competent training program (known as a Total Program Management System) in place to keep up the skills of all our firefighters. This system ensures that all EMS skills are kept proficient, ensures that all Continuing Education Units are met, and provides regular, hands-on skill verification. This program has been and will continue to be administered by the Division Chief of EMS and Training.

Further, all of the Fire District's fire-based paramedics will enjoy the advantages of being a part of a larger whole. Nationally, the fire service enjoys a camaraderie second to none, and historically individual departments do what it takes to ensure the success of their fellow departments. To that end, the Teton County Fire Protection District already has agreements in place with the Idaho Falls Fire Department and the Pocatello Fire Department. Both of these departments run far more EMS calls than are run in Teton County, and both of these departments do and have allowed our paramedics to run with their ambulances, providing them first-rate pre-hospital patient care experience. Further, the Fire District has relationships that include large metro fire departments to provide pre-hospital internships for the Fire District's paramedics and will continue to expand further possibilities.

Touching on the discussion of pre-hospital patient care and in-hospital patient care, there is no doubt that EMT's working in a hospital setting receive good experience in providing care during a controlled, in-hospital clinical setting. However, this is significantly different from receiving pre-hospital care in often very chaotic emergency settings. The Fire District would like to explore opportunities to provide their paramedics training experience in both settings through the utilization of relationships with the Teton Valley Hospital, Eastern Idaho Regional Medical Center, Idaho Falls Fire Department, Pocatello Fire Department and large metro departments in our part of the country.

Billing Administration: The Fire District will contract with an outside billing service whose compensation is based on commission, providing them the incentive to secure as many bills as possible. As outlined in the Financial Planning section below, the Fire District expects to receive the same fees as the Teton Valley Hospital has received in the past.

Other fire departments in South East Idaho use this type of a billing service and have experienced a great deal of success. The billing service to be used works for many counties in South East Idaho and boasts a collection rate of over 90%.

Staffing Logistics: When discussing staffing logistics, it is important to compare our staffing plan to how staffing is currently managed. When discussing response logistics, fire departments talk about first due and second due geographic locations. A first due vehicle is one that is stationed closest to the emergency. A second due vehicle is one that is the second closest to the emergency. In our county, the first due for Station 1 is the Driggs area and north while the first due for Station 2 is the Victor area.

- » Single, One Apparatus Medical Emergency: In the event of a single medical emergency, the closest ambulance will respond with their company of three fire personnel. There will not be a need to respond with more than one vehicle. The second company of three personnel will be ready for a second emergency. In the event this emergency is located in the south end of the county, a staffed ambulance in Victor will greatly reduce the response and transport time for these patients.
  - *Current Practices: The Ambulance will respond from the Teton Valley Hospital along with the closest engine. In the case of an emergency in the Victor area, Engine 20 will often arrive prior to the Ambulance to begin patient care.*
- » Two Medical Emergencies Occurring Simultaneously: In the event of two medical emergencies, each of the front line ambulances will respond with their company of three personnel. Each station will take their front line ambulance to one of the emergencies and will transport to the hospital as necessary.
  - *Current Practices: In the event of two emergencies, the Fire District will respond to both emergencies with both of their staffed engines and Ambulance 1 will respond to one of the emergencies from the Teton Valley Hospital. The Ambulance Service will have to call back for personnel to staff a second ambulance. This has the potential to cause a transport delay for the second patient.*
- » Three Medical Emergencies Occurring Simultaneously: While this is a very unlikely event in our county, when the second front line ambulance responds to a second incident, the Duty Chief on call will tone out for personnel to staff one of the stations. Historically, when toned out, the Fire District receives a large turnout, often within 10 minutes of the call.

- *Current Practices: As this has not happened in recent history, it could be assumed that engines would respond to each of the two emergencies, Ambulance 1 would respond to one of the emergencies and would call back for personnel to staff a second ambulance. In the event of a third call, the Ambulance Service would have to call back a third ambulance and/or the Fire District would break off from one of the emergencies to attend to the third emergency.*
- » Grand Targhee Emergency: Historically, Grand Targhee requests 80 patient transports from the resort to the Teton Valley Hospital. During these emergencies, the Fire District has conservatively allotted a call time of three hours for each emergency. The Fire District would send Station 1's ambulance with two personnel to Grand Targhee and would call back "fill-in" personnel to fill out the staffing at Station 1. In the event of a second emergency in the north end of the county, Station 1's staff of three would respond (one already on shift, and two who were called back).
  - *Current Practices: Ambulance 1 responds to Grand Targhee from the Teton Valley Hospital. While Ambulance 1 is gone, if there is a second emergency, the closest engine responds and the Ambulance Service tones out for additional personnel to staff a second ambulance.*
- » Structure Fire and a Medical Emergency Occurring Simultaneously: In the event of a structure fire, the first due engine and ambulance will respond – two personnel in the engine and one in the ambulance. The second due engine will also respond, leaving the second due ambulance at the station. During emergencies such as these, the Fire District receives a large turnout from both off-duty, career firefighters and from the paid call, reserve personnel. When the second due station is staffed with call-back personnel, they will staff the second ambulance and will stay in that area. When call-back personnel respond to the first due station, they will take another vehicle to the fire as is the current practice. Once on scene, fire personnel will be dedicated to the on-scene ambulance. In the event of an unrelated medical emergency during the structure fire, the closest ambulance will respond to the call. If the call is in the area of the second due station, then that staffed ambulance will take the call. If it is in the area of the structure fire, then the ambulance on-scene will respond to the call. The Fire District's current staffing model during structure fires will allow for this type of a response.
  - *Current Practices: In the event of a structure fire, Ambulance 1 responds from Teton Valley Hospital in the event of on-scene injuries to the public or to firefighters. If there is another emergency, they are released from the fire to attend to the medical emergency. In the event of a large fire, there have been*

*times when the Ambulance Service has called in a second ambulance to cover EMS emergencies.*

- » Emergency Inter-facility Patient Transports: In the event of an unscheduled emergency patient transport, the ambulance from Station 1 in Driggs will transport the patient with a staff as needed and a second crew will be called to fill in while the transport crew is gone. Until a second crew arrives, the company of personnel from Station 2 will cover the emergency response.
- » Non-emergency Inter-facility Patient Transports: In the event of a scheduled inter-facility patient transport, the Fire District will have had time to call on personnel for this event. This will be handled with a transport call back list, similar to how our current staffing model is handled. This is not different from how the Teton Ambulance Service handles such an incident.

Continuity of Care: The continuity of care for a patient can be defined as seamless transitions for a patient as they are transferred from specialty to specialty. From the specialty of pre-hospital care provided by the paramedics, to the specialty of emergency department treatment provided by emergency department nurses and doctors, to the specialty of surgery provided by the nurses and doctors of the operating room, all need to interact in a professional, seamless manner. The paramedic whose specialty lies in field patient care cannot be expected to provide efficient care in the operating room – that specialty is left to the Operating Room personnel. A continuity of care should refer to how professional the transitions take place.

The Fire District fully expects that when the firefighter/paramedics bring a patient into the emergency room, they will continue care as long as necessary as dictated by the emergency department personnel as is the current practice. However, it can be assumed that there will be a point where their skills as paramedics would no longer be appropriate for an emergency department. This overlapping of care is the Fire Districts vision of a seamless, professional continuity of care, allowing Fire District personnel and Hospital personnel to work together as a team.

Transition Plan: Similar to the idea of continuity of care, a seamless transition plan must be put in place. By February, 2012 the Fire District will have obtained their Paramedic Level, Non-Transport license from Idaho EMS. At this point, the Fire Districts paramedics (many of whom completed their initial training together with the Ambulance Service paramedics) can work side by side with the Ambulance Service to provide the public with unparalleled care.

By early summer of 2012, the Fire District will obtain their Paramedic Level, Transport Service through Idaho EMS and will begin providing an ambulance



service for the City of Victor. In addition, the Fire District will work in a mutual aid agreement with the current Teton Valley Ambulance Service. By housing an ambulance at Station 2 (Victor), the firefighter/paramedics in Victor will provide a quicker response to those in need in that part of the county. In order to provide this service, the Fire District would need to obtain one ambulance from the Teton County Ambulance Service District.

After working together for a number of months, the Fire District would have interviewed and hired the appropriate personnel for the transition prior to the end of the 2012 Fiscal Year. On October 1, 2012 (at the beginning of Fiscal Year 2013), the Fire District would take the remaining ambulances and begin the transport ambulance service as outlined above.

Dispatch Services: The current budget for Dispatch Services is \$214,960. Of this budget, the Fire District pays \$60,000, the Ambulance District pays \$83,000 and the Sheriff's Office pays \$71,960. For the sake of equity, the Fire District will agree to pay a portion equal to 2/3's of the Dispatch Services budget. Assuming the amount will be similar, the Fire District will pay 2/3's of the budget – approximately \$143,300. Half of this amount will be dedicated from the proposed ambulance service budget as outlined below.

Medical Liability Insurance: Personnel from the Fire District are fully covered in their duties by Idaho Counties' Risk Management Program (ICRMP) as has been the case since the Fire District became a part of the EMS system.

Community Service: For years the Teton County Fire Protection District has been a vital part of the close knit community in which we live. Recently we have provided personnel to cover events such as Skijoring, Music on Main, County Parades, July 4<sup>th</sup> Events, Athletic Events, Rodeos and more. The Fire District will continue this tradition of service to the public.

## Financial Planning

<b>2012 Fire District Budget Amounts</b>	
2012 Maximum Budget Allowed	\$2,263,487.00
2012 Operating Budget	<u>\$1,845,053.00</u>
Difference	\$418,434.00

Projected Ambulance Service Revenue	\$280,000.00
Adjustments	
Contractual Allowances (15.5%)	\$43,400.00
Bad Debt/Charity (25%)	\$70,000
Revenue Expected from Ambulance Billing	<u>\$166,600.00</u>

<b>Funding available above 2012 budget to run ambulance service</b>	<b>\$585,034.00</b>
---	---------------------

### Funding Available to Run an Ambulance Service

In Fiscal Year 2012, in order to keep our taxes to a minimum, the Fire District Commissioners opted to cut the Fire District budget by 14%. The Fire District has run an operating budget of \$1,845,053 this year instead of the allowed \$2,263,487. In order to save tax payers the \$418,343, the Fire District did not fund its position dedicated to EMS and Training with the understanding that they would staff that position again in Fiscal Year 2013. This means that in Fiscal Year 2013, the Fire District would be eligible to raise their operating budget to \$2,263,487.

In its day to day operations, an Ambulance Service is not only funded through taxes, but also through fees collected for services rendered. These are generally fees that are covered by the patient's insurance companies for emergency services. A projection of \$280,000 is provided for Fiscal Year 2013 for emergency service fees to be collected. Historically, 40.5% of these fees are not collected due to contractual allowances and bad debt/charity. This leaves an anticipated collection of \$166,600.

Adding the differences in the allowed budget for Fiscal Year 2013 and the revenue anticipated from ambulance service fees, the Fire District could have as much as \$585,034 to run an Ambulance Service. However, this is not necessary as will be explained below.

<b>2013 Fire Based Ambulance Service Budget</b>	
Base Wages	\$126,390.00
Call Back Wages	\$7,200.00
Standby Wages (Volunteer Incentive Program)	\$20,000.00
Transfer Wages	\$30,000.00
Benefits	\$37,631.00
Payroll Taxes	\$9,669.00
Supplies/Equipment	\$20,000.00
Training/Travel	\$10,000.00
Outside Billing Services	\$9,163.00
Medical Director	\$6,000.00
Ambulance Maintenance and Repair	\$12,000.00
Fuel	-
Depreciation: Ambulance Replacement	\$60,000.00
Dispatch	\$71,500
<b>Total New EMS Related Expenses to the Fire District</b>	<b>\$419,553.00</b>

- » Base Wages: This refers to the wages to be incurred by hiring three new firefighter/paramedics.
- » Call Back Wages: This amount refers to the wages set aside to cover those times when an ambulance is either responding to Grand Targhee, or when they are on an extended emergency call. This number represents what it would cost to bring in two firefighter/paramedics to cover 80 emergency calls to Grand Targhee with each call lasting three hours. This is a conservative number as emergencies at Grand Targhee rarely take three hours.
- » Standby Wages: These wages represent an incentive program to have our paid call, reserve firefighters spend time at their respective station. During an emergency they would respond as required. Additionally, this will also be an opportunity for all of our paid call, reserve personnel keep their EMS and Firefighting skills up to date.
- » Transfer Wages: This represents the wages it would take to cover inter-facility transfers. This amount is based on the historical 100 annual transfers, and we have budgeted two firefighter/paramedics, five hours for each transfer.
- » Benefits & Payroll Taxes: These are actual numbers to cover the three firefighter/paramedics employee benefits and payroll taxes.
- » Supplies & Equipment: This line item will cover the Fire District's medical consumable expenses based on two front-line ambulances and one transfer ambulance.
- » Outside Billing Services: An outside agency will be contracted to bill and collect fees for services rendered. Their fee is 5.5% of all monies collected and is based wholly on their ability to collect the funds, making them diligent in their task. The amount, \$9,163 is based on the projected \$166,600 of revenue collected.

Any monies above this amount will be subject to the 5.5% fee, however, we will have collected an additional 94.5%.

- » Ambulance Maintenance and Repair: As the Fire District currently maintains the ambulances, this number represents a conservative amount for maintenance and repair.
- » Depreciation for Ambulance Replacement: This represents the depreciation for the ambulances and is an allotment for an ambulance to be replaced every three years.
- » Dispatch: As outlined above, while the Fire District will cover two thirds of the dispatch services, the ambulance service will be expected to cover one third - \$71,500

<b>2013 Tax Funds Required for Fire Based EMS</b>	
New EMS Expenses as Outlined Above	\$419,553.00
Less: Expected Collected Revenue from Fees	(\$166,600.00)
<b>Tax Funds Needed for Fire Based EMS Service</b>	<b>\$252,953.00</b>
<b>Savings to the tax-paying public of Teton County (\$252,953 vs. \$622,000)</b>	
	<b>59.3%</b>
	<b>\$369,047</b>

Given the anticipated Fire Based EMS budget required of \$419,553 minus the fees collected of \$166,600, the Fire District will need an additional \$252,953 to run a Fire Based EMS system. Where the current Ambulance District budget is \$622,000, we are able to save the tax payers \$369,047! This is a savings of almost 60%!

#### Conclusion

With the ultimate goal of providing exemplary patient care, a great deal of effort has been put forth by the Fire District to maximize efficiencies in the EMS system by utilizing available resources and reducing unnecessary expenses. They will provide two front line ambulances and will send only one vehicle to most medical emergencies. The Fire Districts staffing model of combining both career, full time personnel in conjunction with paid call, reserve staff provides Teton County with a unique opportunity to improve our current EMS system.

In addition to providing Teton County with two front line ambulances, The Fire District has demonstrated above that they can save the tax payers of Teton County almost 60% in taxes if the county were to adopt a Fire Based EMS system.

# Ambulance Service Plan

## Teton County Fire & Rescue

Fire – EMS – Extrication – HazMat

Jan. 2012



ATTACHMENT C-3

# Fire Service-Based EMS

- “The fire service has become the first-line medical responder for critical illness and injury in virtually every community in America”
- “The fire service is the agency that first delivers on-scene health care services under most true emergency conditions”
- “Prehospital 9-1-1 emergency response, in support of community health, security and prosperity, is not only a key function of each community; it has become, almost universally, a principal duty of the fire service as well.”
- “In addition, fire service-based EMS systems are strategically positioned to deliver time critical response and effective patient care rapidly.”
- “Furthermore, the fire service-based EMS accomplishes this rapid first response while emphasizing responder safety, sending competent and compassionate workers, and delivering cost-effective operations.”

— Prehospital 9-1-1 Emergency Medical Response: The Role of the United States Fire Service in Delivery and Coordination, p. 4





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**Rakesh Mohan**  
Director

**Joint Legislative**  
**Oversight Committee**

**Senators**  
Ellis Wick, Co-Chair  
John McGee  
James C. Hanger  
Tiglar J. McPhee

**Representatives**  
Clifford R. Baret, Co-Chair  
Maureen E. Bell  
Dorinda H. Bue  
Shirley G. Rizzo

## Office of Performance Evaluations Idaho Legislature

November 22, 2010

**Members**  
**Joint Legislative Oversight Committee**  
**Idaho Legislature**

Amongst stakeholder concerns about emergency medical services (EMS) during last year's legislative session, you directed us to evaluate the governance of EMS agencies in Idaho. In this report, we outline how policymakers can establish an effective system of EMS governance that places patient care as top priority.

Our report largely validates the concerns of the Emergency Medical Services Bureau and many Idaho stakeholders. These concerns relate to issues such as duplication of and gaps in services and a lack of clarity about the jurisdiction of EMS agencies. Currently, emergency medical services in Idaho are provided by a patchwork of agencies and resources loosely tied together by a set of statutes that do not reflect Idaho's evolving EMS needs or national leading practices.

Emergency medical services in Idaho are without a doubt delivered by passionate and committed personnel—many of them volunteers. Even though those stakeholders and the local governments they serve value the merits of governance, they have been unable to reach agreement on who should be granted governing authority. Using information provided in this report, the Legislature now has a timely opportunity to take the lead on behalf of patients and taxpayers.

We thank officials from the Emergency Medical Services Bureau and stakeholders across the state for their interest, input, and participation in our study.

Sincerely,

*Rakesh Mohan*

Rakesh Mohan

*Handwritten signature*

# Office of Performance Evaluations

Idaho Legislature November 10, 2010

- “Our report largely validates the concerns of the Emergency Medical Services Bureau and many Idaho stakeholders.”
- “a set of statutes that do not reflect Idaho’s evolving EMS needs or national leading practices.”





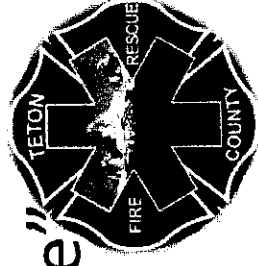
# **Idaho Case Law & Administrative Rule Change Overview**

1. Big Sky Paramedic vs. Sagle Fire District
2. Canyon County & Nampa Fire District
3. Ada County vs. Kuna Rural Fire Protection  
District



# Big Sky Paramedic vs. Sagle Fire District

- In 2000/2001, Sagle FD passes a resolution to begin ALS transport service.
- Big Sky files legal complaint in district court to stop Sagle from operating.
- District Court preserved Sagle Fire's authority to provide ALS service.
- Idaho Supreme Court upheld district court's decision.
- I.C. – “protect property” and “preserve life”



# Canyon County & Nampa Fire District

- In 2003, EMS Bureau administrative rule required “local government endorsement”.
- Canyon County opposed Nampa FD request to upgrade EMS service level.
- Office of Attorney General advised against and Bureau repealed the administrative rule.
- Nampa FD received the license upgrade.



# Ada County vs. Kuna Rural Fire Protection District

- In 2007, new county ordinance gave Ada County authority to regulate EMS within county boundaries.
- Ada County then sues Kuna FD for non-compliance of Ada ordinance when Kuna FD upgraded EMS service level.
- Kuna FD, counter sues and wins.
- Court upholds the Fire District law and finds Ada County violated regulatory authority of EMS Bureau.



# Ambulance Service District Idaho

## Statutes

- 31-3908 County Commissioners shall be the governing board of ASD.
- 31-3907 Any county having adopted by resolution the creation of ASD may terminate the same for good cause by the adoption of a resolution by BOCC.
- 31-3905 Operation dependent upon each city, right to tax unaffected by non-service.



# Idaho Fire District Law

- 31-1401 Purpose and policy of law states “The protection of property against fire and the preservation of life, and...”
- Fire Districts possess all the necessary authority to operate EMS ambulance services.



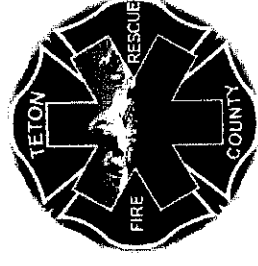
# One Fire & EMS District

- Fire Districts are obligated to provide for the “preservation of life”.
- Teton County’s EMS System is funded by both the Ambulance District AND the Fire District.
- The Fire District CAN provide EMS without the Ambulance District.
- Fire Departments today perform “all-hazard service”: FIRE, EMS, EXTRICATION, and HAZMAT response.



# EMS Plan Objectives

- Deliver Fire-Based ALS Ambulance Service
- Efficiency: Maximize Service, Minimize Cost
- One All-Hazard Emergency Response Agency
- Eliminate Ambulance Service Taxing District

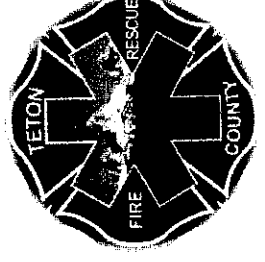




# EMS Plan Details

- Obtain ALS (Paramedic) License
  - Non-Transport, February 2012
  - Transport Service, August 2012
- Staff Division Chief of EMS & Training position
- Acquire service agreement with cities
- Purchase ALS Ambulances

*Paramedic  
Ambulance  
in trucks*



## **EMS Plan Details**<sup>cont.</sup>

- Recapture “forgone” to fund ALS service through Fire District Tax beginning FY13.
- Resolution dissolves Ambulance Service District at end of FY12.
- Ambulance Service District gives notice and terminates EMS contract with TVH.



# TVH/BMH ambulance employees?

- Full-time employees
  - Very small number
    - Hospital may continue employment?
    - Fire District may employ as Firefighter/Paramedics?
- Part-time or Pool employees
  - Several of these individuals presently enjoy an employment relationship with the Fire District.
  - Opportunity for part-time employment with the Fire District is available today.



# Volunteer Opportunities

- Part-time volunteer FF/EMTs work from all three TCFPD fire stations.
- Volunteers play an essential role in our “combination” delivery model.
- The District continues to recruit and retain quality volunteer personnel.
- Incentive programs, opportunities of education & Fire/EMS work experience are attractive benefits to the volunteers.



# Department Personnel

- 23 Full-Time Staff
  - 4 Chief Fire Officers
  - 1 Administrative Assistant
  - 6 Fire Captains
  - 6 Driver/Operators
  - 6 Firefighter Medics
- 12-24 Part-Time Staff
- Number of Medics
  - 1 Division Chief
  - 2 Fire Captains
  - 2 Driver/Operators
  - 6 Firefighters

18  
11



# Shift Staffing Model

- Station 1
  - Captain
  - Driver/Operator
  - Firefighter/Medic
- Station 2
  - Captain
  - Driver/Operator
  - Firefighter/Medic



TETON COUNTY FIRE PROTECTION DISTRICT  
PO Box 474 • 911 North Hwy. 33  
Driggs, Idaho 83422



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#### Fire-Based EMS Positives

- Optimal Patient Care – We employ dedicated career professionals, experiencing very little turnover. We have the ability through career opportunities and compensation packages to recruit the best paramedics. We recently recruited two very experience veteran paramedics from busy ems systems.
- Shorter response times for ambulances with two ambulances, one in Driggs and the other in Victor. More than 40% of EMS calls are in the Victor response area.
- Lower expense to operate transport ambulance service. The Fire District is prepared to operate the ambulance service at half the current expense or less.
- Optimal use of resources – We enjoy a low call volume (fire & EMS), combining operations under one department provide for a more efficient use of resources.
- Training – We have an excellent relationship with our Medical Director and have established a comprehensive training program to maintain proficient skills.
- Staffing – The Fire District is staffed with more career employees and reserve firefighters. Staffing “back-up” ambulances, the third and fourth ambulances for additional calls and transfers will be faster and more reliable than the current system and current staffing difficulties.
- Infrastructure – Three fire stations positioned in desirable locations provide for ambulances to be staffed where they are needed and accommodate expansion as necessary.

TETON COUNTY FIRE PROTECTION DISTRICT  
PO Box 474 • 911 North Hwy. 33  
Driggs, Idaho 83422



### **An Addendum to Fire Based EMS in Teton County dated January 19, 2012.**

November 19, 2012

The Fire District's maximum allowable tax including Forgone is \$2,692,291 for fiscal year 2013. Available future taxes of \$502,901 and gross revenue from ambulance operations provide \$669,501 for Fire-based ambulance operations in FY 2014.

#### **2013 Fire District Budget Amounts**

2013 Maximum Budget Allowed	\$2,692,291.00
2013 Operating Budget, tax assessed	\$2,189,390.00
Difference	\$502,901.00

Projected Ambulance Service Revenue	\$280,000.00
Adjustments	
Contractual Allowances (15.5%)	\$43,400.00
Bad Debt/Charity (25%)	\$70,000
Revenue Expected from Ambulance Billing	\$166,600.00

**Funding available above 2013 to run ambulance service** **\$669,501.00**

The Fire District has a current staff of six firefighters per shift presently, of these two are paramedics and the rest basic EMT's. Operating the ambulance service will require the hiring of three additional firefighter/paramedics. The additional paramedic will increase staffing from six to seven firefighters per shift; of the seven firefighters, three will be paramedics. Our minimum staffing levels per shift will be six firefighters of which at least two are paramedics.

The expenses listed below represent additional costs to be added to the existing Fire District operating budget. The addition of these resources synergistically benefits the Fire Department's ability to deliver all-hazard emergency service to the community. In shifting to a fire-based model, efficiencies are realized saving tax dollars, but more importantly improving critical emergency services across the board to the citizens of Teton Valley.



<b>2014 Fire Based Ambulance Service Budget</b>	
Base Wages	\$141,000.00
Call Back Wages	\$7,200.00
Standby Wages (Volunteer Incentive Program)	\$20,000.00
Transfer Wages	\$30,000.00
Benefits	\$42,300.00
Payroll Taxes	\$11,280.00
Supplies/Equipment	\$20,000.00
Training/Travel	\$10,000.00
Outside Billing Services	\$24,990.00
Medical Director	\$6,000.00
Ambulance Maintenance and Repair	\$12,000.00
Fuel	-
Depreciation: Ambulance Replacement	\$60,000.00
Dispatch	\$71,500
<b>Total New EMS Related Expenses to the Fire District</b>	<b>\$456,270.00</b>

The proposal assumes the assets of the Ambulance District will transfer to the Fire District at the time of transition. The Fire District will utilize the resources and plan for maintenance and future replacement of vehicles and equipment.

Operating the fire-based ambulance service in fiscal year 2014 will be a net cost of \$289,670.

<b>2014 Tax Funds Required for Fire Based EMS</b>	
New EMS Expenses as Outlined Above	<b>\$456,270.00</b>
Less: Expected Collected Revenue from Fees	(\$166,600.00)
<b>Tax Funds Needed for Fire Based EMS Service</b>	<b>\$289,670.00</b>

**Virgil Boss**

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**From:** James Gaines  
**Sent:** Monday, November 07, 2011 10:27 AM  
**To:** Virgil Boss  
**Subject:** RE: BOCC 4th Qtr. report

Response one: Costs would not be reduced, as the same number of resources and personnel would be required in order to provide the same level of care. In most cases, costs would rise, as economies of scale provide reduced costs in many areas due to hospital contracts and billing departments. Additionally, the cost of fire personnel greatly exceeds that of EMS personnel, as their lowest paid firefighter makes more than the highest paid EMT. The only way for the fire department to reduced costs associated with EMS would be to reduce manpower resources. They have already made clear that every firefighter currently employed is necessary to the safety of the county. Reducing fire staff, or combining duties, would lessen that protection. One cannot both fight fires and provide EMS services at the same time. In addition, the fire department has no plan to address additional EMS needs (more than one ambulance at a time) or out of town transfers. Until the fire department can address their salary costs, as well as medical supply, billing and collection, and technology costs, it is not financially feasible to combine EMS into the Fire Department.

Response two: sending multiple emergency resource assets to a single scene is a national standard that provides both quicker responses and needed manpower. Called a "tiered" system, fire and EMS works together to provide a more robust response to an emergency. In many cases there are more fire apparatus than ambulances, and situated in more parts of a community. They provide a valuable first-responder role. In many other cases their additional trained manpower provides needed assistance to the ambulance crews. There are also many instances, such as in vehicle accidents or rescue scenarios, where both assets are necessary because of their unique skills. In those areas where crews are already paid to be standing by, there is a negligible additional cost, and the value of the service far exceeds the minimal fuel and equipment costs associated. While it is true that there are many instances where an ambulance crew of two can provide all needed manpower, it is more often the case that a couple or few additional trained providers can afford an extra measure of safety and support. This is true regardless of whether the EMS agency is run by a hospital, a private service, or a fire service.

As to the EMS crews helping to support in house work at the hospital, this, too, is a very valuable symbiotic relationship. In an environment such as Teton Valley, pre-hospital patient contact is very limited. Even our full time crews may only see a couple of patients per week. In 2010, the busiest crews had less than 100 pre-hospital patient contacts. By providing services in the ER the EMTs gain valuable additional experience and education, and typically have hundreds of additional patient contacts. This provides the county residents a level of experience from their EMTs that far exceeds that of traditional EMS crews. The hospital benefits, too, by having additional personnel highly trained in emergency care. With the addition of paramedics to the service, the ER had additional advanced life support resources with which to rely upon. This relationship also meets modern trends of more integration of ambulance services into the overall healthcare system. The ambulance response is only the beginning of a patient's healthcare experience. What happens in the ambulance must be associated with and integrated into the total patient care system. An EMS agency working intimately with the local hospitals provides advantages that non-associated services simply cannot provide. This service has a single focus: high quality patient care. This is not true of any other type of EMS service.

[Obviously typing a response allows a better articulated response, but the information is the same]

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**From:** Virgil Boss  
**Sent:** Monday, November 07, 2011 9:54 AM

## Virgil Boss

---

**From:** James Gaines  
**Sent:** Thursday, November 10, 2011 1:39 PM  
**To:** Bret Campbell; Bob Benedict; Kathy Rinaldi; Kelly Park; Virgil Boss; Jason@Lethamarchitects.com; Bob Zombro; kent wagener; Marc G. Anderson; rjhoopes@pdt.net; Ruby Parsons; Scott Wood  
**Cc:** editor@tetonvalleynews.net; hopestrong@valleycitizen.com; jet@valleycitizen.com; Aleisha Circle; Beata Simms; Brian Stevens; Chris Ford; Chris Taylor; Corey Gittus; David Thibodeau; Ed Schauster; James Hlavaty; John Simms; Ken Methere; Ken Schwab; Lena Dickerson; Linda Soper; Michael Mellick; Natalie Kaufman; Patrick Jolly; Phillip Sorensen; Robert Veilleux; Sierra Hibbert; Susan Sorensen  
**Subject:** RE: Ambulance Service

Ladies and gentlemen

Given the recent statements by Chief Campbell, both via email and in the public press, I must take a moment to respond. In the past, we have tried to take the high road in regard to similar claims by the Fire Department, and simply ignore such statements. However, given the recent claims and in light of changing directorship, a firm response is required. As many are now aware, I have been offered, and have accepted, a position with the State of Alaska as the State EMS Training Coordinator. Chief Campbell insinuates that I am leaving due to budget issues, and TVHC is no longer serious about saving tax dollars and improving services. Such insinuations are not rooted in any rational thought. I am neither leaving because of budget problems nor because of any internal conflicts. I am simply taking another giant step to a state-level administrative position. The paramedic program for which I was hired is in place and running smoothly, so I feel that I am now capable of moving my own career forward.

Campbell's claims are quite simply ludicrous on their face, and have no basis in reality. With comments conveniently missing any detail, and only a broad claim of saving \$100,000, as well as other recent claims of doing more with less, it's important to address the current fire and EMS system with what is proposed by the newly minted Chief.

At this time the fire department is licensed as a basic level quick response unit. They have never been licensed for care greater than the basic EMT level, and have never been licensed for patient transport. They currently have a single paramedic on staff. That paramedic is only certified as a paramedic due to his continued affiliation with TVHC. While they have several other crew members that have received paramedic training, none have ever worked as a paramedic in any system, and what training they received was due to TVHC and the Ambulance District.

Prior to attempting to run an ambulance service, which is currently neither broke nor in need of change, the fire department must address their own level of fire response. In a recent International City Managers Association (ICMA) Study, the level of adequate response was discussed thus:

Understaffing of fire departments is a nationwide problem. So much so in fact, that the ICMA has conducted studies to determine the effectiveness of fire companies based on staffing. This information was published in *Managing Fire Services*, 2nd edition. This international organization of city leaders recognizes the importance of a properly staffed fire department. This publication included this information:

1. Fire suppression operations have three basic functions: (1) RESCUE; (2) work involving ladder, forcible entry, and ventilation; and (3) the application of water. To raise ladders, ventilate, search, and RESCUE simultaneously takes quick action by at least FOUR and often EIGHT or more firefighters, each under the supervision of an officer.

2. If about SIXTEEN trained firefighters are not operating at the scene of a working fire within the critical time period, then DOLLAR LOSS and INJURIES are significantly INCREASED as is fire spread. (emphasis in original)

3. As firefighting tactics were conducted and judged for effectiveness;

5-person companies were 100% effective.

4-person companies were 65% effective.

3-person companies were 38% effective. (emphasis added)

The Teton Valley Fire Department currently has one 3-person company and one 2-person company. They now propose to utilize those personnel to also provide paramedic coverage as well. The reality is that they can still only take one vehicle. The problem arises when they need both. If they're still employing the same number of bodies so that all apparatus are staffed, where is the need to have paramedics be firefighters? And if they're making the paramedics go fight fires, instead of waiting for medic calls, how is the ambulance going to respond?

Additionally, the Fire Department fails to meet the standards of Chapter 5 of NFPA 1760 for numbers of firefighters on initial attack teams. The proposal to utilize both members of one engine company and two of three members of another engine company for EMS duties curtails the abilities of the Fire Department to little more than a couple of chiefs and no Indians. The Fire Department insisted that a 2-person engine company was essential for the life and safety of Victor residents. Months later they are insisting that they can provide additional services with those two firefighters, although they have neither the service license level nor the properly certified personnel. Before the Fire Department can address providing EMS services, they must first be able to provide the services for which they are already responsible.

These claims also do not address the needs of third-out ambulances, or even the requirement of regular transfers out of town. If the engine company in Victor is so vital to health and safety, how can the fire department then justify its likely hours-long absences several times each week for patient transport out of town?

On a recent structure fire in Pack Saddle, Engine 20 (Victor) was only able to respond with a single firefighter, as the other was required to respond with the tanker. Even though the apparatus were able to respond, there were no crewmen beyond the drivers. Multiple pages for additional personnel went unanswered. Last winter on a structure fire in the Victor area, the Tetonia tanker responded with a single driver before the Victor station was able to respond with anyone. On another recent fire, a grass fire in the north end of the county, both engines had to respond, rather than a brush truck, so that their basic engine crews could stay together. This type of low level and haphazard response is not what is required to provide safe and efficient EMS services. The expectation that the Fire Department can provide both EMS and fire personnel, and all the while saving lots of money, is absurd.

Chief Campbell also claims that they have previously withdrawn bid proposals so that the hospital can have ambulance service revenue. This displays a gross ignorance as to how the ambulance district system works. Not only has no previous fire department ambulance proposal even mentioned an actual ambulance, the chief has no idea how the budgeting system works. TVHC makes not one dime in revenue from the ambulance service. The budgets are designed to be no-cost/non-profit by determining the amount of money required to run the service for the budget year, then determining the amount of collection that will be received from patient use. The difference is covered by the tax payers. Any chief of any fire department should realize that any service that requires taxpayer funds to run does not produce any revenue.

The claim of saving \$100,000 is another ludicrous claim. The only way for the Fire Department to save any money is to use existing staff, saving on the salaries of the current EMTs. However, using existing staff to address additional services sharply decreases the capabilities of a fire department that is already understaffed and incapable of meeting basic national standards. Costs would not be reduced, as the same number of resources and personnel would be required in order to provide the same level of care. In most cases, costs would rise, as economies of scale currently provide reduced costs in many areas due to hospital contracts and billing departments. Additionally, the cost of fire personnel greatly exceeds that of EMS personnel, as their lowest paid union firefighter makes more than the highest paid EMT. The only

way for the Fire Department to reduced costs associated with EMS would be to reduce manpower resources. They have already made clear that every firefighter currently employed is necessary to the safety of the county. Reducing fire staff, or combining duties, would lessen that protection. One cannot both fight fires and provide EMS services at the same time. In addition, the fire department has no plan to address additional EMS needs or out of town transfers. Until the fire department can address their salary costs, as well as medical supply, billing and collection, and technology costs, it is simply not financially feasible to combine EMS into the Fire Department.

As to the EMS crews helping to support in house work at the hospital, this is a very valuable symbiotic relationship. In an environment such as Teton Valley, pre-hospital patient contact is very limited. Even our current full time crews may only see a couple of patients per week outside of the hospital. In 2011, the busiest crews had less than 70 total pre-hospital patient contacts. By providing services in the ER the EMTs gain valuable additional experience and education, and typically have hundreds of additional patient contacts. This provides the county residents a level of experience from their EMTs that far exceeds that of traditional EMS crews. The hospital benefits, too, by having additional personnel highly trained in emergency care. With the addition of paramedics to the service, the ER had additional advanced life support resources upon which to rely. This relationship also meets modern trends of more integration of ambulance services into the overall healthcare system. The ambulance response is only the beginning of a patient's healthcare experience. What happens in the ambulance must be associated with and integrated into the total patient care system. An EMS agency working intimately with the local hospitals provides advantages that non-associated services simply cannot provide. This service has a single focus: high quality patient care. This is not true of any other type of EMS service.

At best, a Victor-based EMT in the Fire Department's plan would see around 20 patients per year. In a Victor/Driggs ambulance model a Driggs-based EMT would see around 40 patients per year. The current model provides a far, far more experienced EMT.

Chief Campbell also insinuates that the consideration of the conversion of TVHC with BMH shows a disregard for patient care and tax dollars. Again, Campbell shows his ignorance of the system and the proposals. Such a conversion actually further increases the capabilities of TVHC to provide an experienced and cost effective ambulance service. By improving contractual abilities and reducing high-cost items such as health care benefits, TVHC can also provide a lower-cost employee model and less expensive medical equipment and supplies. Internal systems already in place such as billing, HR, IT, and ceiling administration also provides economies of scale that are not available to the Fire Department. Where will they get their billing services, and at what cost, for example. What will be the difference in costs for expended medical supplies? These will all be increased costs under the fire department's plan, which also have never been addressed.

The current system model in Teton County is an efficient system that meets both national standards and national and international trends for EMS response, if not for fire service. Sending multiple emergency resource assets to a single scene is a national standard that provides both quicker responses and needed manpower. Called a "tiered" system, fire and EMS works together to provide a more robust response to an emergency. In many cases there are more fire apparatus than ambulances, and situated in more parts of a community. They provide a valuable first-responder role. In many other cases their additional trained manpower provides needed assistance to the ambulance crews. There are also many instances, such as in vehicle accidents or rescue scenarios, where both assets are necessary because of their unique skills. In those areas where crews are already paid to be standing by, there is a negligible additional cost, and the value of the service far exceeds the minimal fuel and equipment costs associated. While it is true that there are many instances where an ambulance crew of two can provide all needed manpower, it is more often the case that a couple or few additional trained providers can afford an extra measure of safety and support. This is true regardless of whether the EMS agency is run by a hospital, a private service, or a fire service.

In the "efficient, economical, healthy" system Chief Campbell proposes, these resources will be unavailable, as the fire fighters can still only assume one role. The efficient system becomes slow and man-power hungry, the economical system becomes more expensive with later needed additions, and the healthy system becomes markedly inept through drastic reductions in patient contacts and in-hospital experience. The only way the fire department can save funds is to

reduce current service levels. Otherwise their arguments for an additional engine company in Victor, even if grossly under national standards, was never needed in the first place.

These questions have been floating around for years, with no resolution. Much of that is due to an ignorance or misunderstanding as to how an emergency system works and is funded. If the citizens of Teton County wish to reduce fire services in order to save money on EMS services, this plan is a fine example of an indirect savings. In reality, the fire district utilizes far more taxpayer funds for much less service. The logical inference would be to have the fire department merge into the current EMS service. There certainly should not be a drive to change a system that is functioning efficiently, within budget, and providing highly experienced paramedics. The Fire Department has neither the experience nor the focus on quality patient care that is required of modern high efficiency EMS services. They are barely capable of providing needed fire service, it is absurd to think they are capable of also providing EMS services of any level beyond the basic.

Jim Gaines BA, JD, NREMT-P  
Director of EMS  
Teton Valley Health Care  
Teton Valley Ambulance  
Driggs, Idaho  
208-354-2383 x121

COPY OF TEXT FROM CHIEF CAMPBELL EMAIL, 11/9/2011:

I have spent most of the day reviewing work previously completed from the past ambulance and fire discussions and proposals.

Based upon the current FD numbers and the plan we worked with just over a year ago, the FD can staff two paramedic ambulances (Driggs and Victor) and reduce the ambulance service contract by over \$100,000.00

This may allow some funding by the Ambulance District to provide some staffing of ER technicians at the hospital.

In the past the FD withdrew our bid proposal, in fear that the loss of the revenue may be the "last straw" for the hospital. The resignation of Jim Gaines and the BMH / TVH conversion it seems more that appropriate to get serious about saving tax dollars or improving services and here we can do both.

We have a good sound plan for a new efficient, economical, healthy EMS system!

Lets work together.

I will be out of the office until Monday.

Bret Campbell  
Fire Chief

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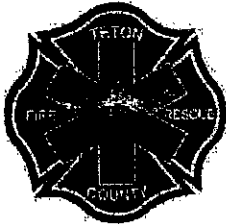
**From:** Bret Campbell [mailto:bcampbell@tetoncountyfire.com]  
**Sent:** Wednesday, November 09, 2011 11:19 AM  
**To:** Bob Benedict; Kathy Rinaldi; Kelly Park; Virgil Boss; Jason@Lethamarchitects.com; Bob Zombro; kent wagener; Marc G. Anderson; rjhoopes@pdt.net; Ruby Parsons; Scott Wood  
**Subject:** Ambulance Service

Good morning to all,

I am aware that Jim Gaines is vacating the position of the Hospital's Ambulance Service Director. Below is a copy of a recent email from Jim. I believe that everyone is aware that the FD would like to deliver the transport service and for many good reasons. Is there any interest in discussing a mutually beneficial transfer of the ambulance service contract to the FD at this time?

I believe working together for positive change may provide opportunities for everyone to benefit, especially the people of Teton County.

**Bret Campbell**  
Fire Chief



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Driggs, ID 83422

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Fax: 208-354-2764

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Everyone,

Before rumors get going, I'll jump in and say they are true. I have been offered, and have accepted, a position with the State of Alaska as the state EMS Training Coordinator. I expect my last day to be sometime Thanksgiving week. As for transition to a new director, it should be much easier than the last time. A position announcement should be made tomorrow per TVHC policy. Anyone interested in the Director position should file an application once Dory has an opportunity to post it. This has been a wonderfully fun time for me, but the new position is a major career step into state-wide administration in what I consider my home state. There will be much for me to do in the coming weeks to prepare the new Director, and I hope anyone with any questions about the future direction of TVA will come and talk to me. Any questions, please let me know.

Jim Gaines BA, JD, NREMT-P

Director of EMS

January 23, 2012

Virgil & Bret: In order to begin their fact-finding process, the Board of County Commissioners respectfully requests brief written answers to the following questions regarding the Fire District's proposal to provide ambulance services. I realize that some of these questions are overlapping and have tried to group related questions together. Your responses will undoubtedly result in additional questions and requests for clarification. Thank you in advance for providing answers to help the Board understand the ramifications of the Fire District's proposal. - Mary Lou

**QUESTIONS FOR TETON VALLEY HEALTH CARE:**

- 1) Describe in detail the strengths of a hospital-based ambulance service.
- 2) Describe the current and future economic impact to TVHC if the ambulance service contract is discontinued. Is TVHC reliant on ambulance district revenues for its operation?
- 3) What effect would the Fire District proposal have on quality of patient care?
- 4) Describe the impact of the loss of a tiered response if the Fire District proposal is adopted.
- 5) How will the emergency room run without the Ambulance District contract and how would that configure into the overall operation of TVHC? What will be gained and/or lost?
- 6) Quantify the type of experience that EMTs are currently receiving in the emergency room.

**QUESTIONS FOR TETON COUNTY FIRE PROTECTION:**

- 1) Will the Fire District offer ambulance services even if the current hospital contract continues?
- 2) Please explain how the current proposal to dissolve the Ambulance District is feasible, given that past proposals required payment of all Ambulance District revenues to the Fire District. How would the Fire District replace funds if their estimates for Ambulance services are not accurate?
- 3) Please prepare a comparison showing how your costs have dropped from \$900,000 per year in 2008 to \$400,000 in 2011? What services were dropped to save this money?
- 4) How can taxpayers be guaranteed that dissolution of the Ambulance District would actually reduce taxes?
- 5) Taxpayers typically look at their entire bill for total amount of savings. The proposal indicates a taxpayer saving of 57-60%. When considering all the taxing districts, what would be the overall savings to the taxpayer?
- 6) How are fire and ambulance services provided in other counties? How do the different districts coordinate?
- 7) Will the Fire District EMTs become unionized?
- 8) Why does the Fire District need four times the amount of fire district tax dollars per person as neighboring counties?
- 9) Please rebut the public perception that the Fire District is overstaffed and costs too much. What local rural county pays as much on a per capita basis as Teton County residents?
- 10) How many actual fires does the Fire District respond to each year? How does the budget compare with other fire districts?
- 11) Can the Fire District provide ambulance services to Alta and Grand Targhee? Do you need any additional licenses or permissions from Wyoming officials?
- 12) How will billing and reimbursement be structured to provide service to Teton County, WY such as Grand Targhee, Teton Pass, Fox, Darby, Teton, S. and N. Leigh Canyons, etc.



- 13) What impact would the Fire District proposal have on the county's dispatch budget? How can the FD promise to pay for 2/3 of the dispatch service when no legal Idaho statute exists to commit future elected officials? Are you willing to prepare a written contract that has no termination clause?
- 14) Please explain how you reached the decision to pay 2/3 of dispatch expenses when you have previously refused to pay 1/3 using the rationale that your share should be based on call volume.
- 15) Will Fire District provide transport services, even for mental health patients?
- 16) How will you staff for multiple transfers from TVHC to SLC and IF simultaneously while providing both Ambulance and Fire protection?
- 17) Are you willing to support the mental health transfers to EIRMC or Portneuf when most people in this situation will not pay for this mandatory service?
- 18) How many hours per month are you planning for your paramedics to work in Pocatello and IF so they can get practical hands on experience? How many patient contacts are expected during these training periods based on each station's response rates?
- 19) How much time are you willing to commit to assist on patient walk in coverage to the ER? Will this coverage involve calling other paramedics and EMTs to staff the ambulances?
- 20) What consideration have you given for the entire emergency response organization including sheriff office, dispatch, fire, ambulance and emergency room services? Can you share your analysis with BOCC?
- 21) What are your plans to meet the meaningful use and electronic records requirements for healthcare providers? Are you going to purchase your own electronic records system or pay another hospital or ambulance service for these requirements? Where are these items in your proposed budget?
- 22) Have you arranged for registration with Medicare and Medicaid?
- 23) Can you share your analysis showing that the number of people requiring quick response in Victor area has not been met by the current Ambulance service? How many people in 2011 did not receive adequate response for their medical situation?
- 24) Explain thoroughly how the level of service and patient care would be better from Fire. TVHC currently operates a 24/7 paramedic level ambulance service.
- 25) "Running two front line, staffed ambulances will greatly shorten the response time in all areas of the county." How will response times from Driggs be shortened? How will Tetonah be shortened with one on duty staff only during business hours? Wouldn't simply providing an ambulance in Victor that Fire could utilize increase response times?
- 26) "On scene management will become more efficient and effective since all responders will answer to one Incident Commander." Isn't this standard EMS protocol? If not, the current agreement with TVHC at the request of fire states that it will be TVHC for medical incidents.
- 27) Provide data supporting the outside billing service's collection rate of 90%. Explain the 90% collection rate with the data that 25% of billing is bad debt/charity.
- 28) The collection service fees are 15%, which is noted to be \$24,990 of the anticipated \$166K annual collection after contractual allowances and bad debt. The graph on page 9 notes the fee of \$9,163. How was this number determined?
- 29) How was the projection of \$280K in fees for ambulance service determined?
- 30) What is your plan for obtaining patient billing information?